



— Progress Report #3 —

Ecology's Transformation Activities and Results

[6/26/02 — 12/11/02]

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- I. **Summary —**
Overview of Transformation Activities and Results . . . [p. 1]

 - II. **Appendices —**
Examples and Additional Detail [p. 21]

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Any and all feedback would be greatly appreciated!

I. Summary — Overview of Transformation Activities and Results

On February 28, 2002, the Washington State Department of Ecology (Ecology) issued its first progress report on the activities it had undertaken in response to the December 2001 recommendations of the Washington Competitiveness Council. In that report, Ecology outlined its commitment to addressing and resolving the business community's concerns and issues with the agency, as well as put forth a work plan and schedule to do so. It was Ecology's intent with that first report to demonstrate its understanding of the issues at hand and to convey a genuine willingness and commitment to resolving them. In Ecology's view, these ends were achieved.

On June 26, 2002, Ecology issued its second report with the intent of demonstrating a continued sense of accountability and attention to the discrete recommendations of the Council, as well as a strong and deeper engagement in the larger issues surrounding the Council's recommendations, e.g., how to responsibly, predictably, and transparently manage and administer state and federal environmental requirements in a highly competitive business environment. Ecology's second progress report described detailed steps the department was taking to bring about change within the organization and to bring to the organization a changed sense of public service, accountability, and commitment to streamlined decision-making.

With this third report, it is Ecology's intent to describe the service and transformation activities occurring within the agency as a result of improvements being sought in its business practices (e.g., enhancing the transparency, timeliness, and predictability of permitting and regulatory decisions) as well as its service culture (e.g., by focusing on an agency-wide recommitment to a problem-solving, solution-oriented culture that provides helpful, responsive, and knowledgeable permitting and regulatory service).

Key to Ecology's transformation effort is an awareness and acceptance that the agency needs to directly and immediately package its products and services in a manner responsive to the needs of the state's business community. Accordingly, Ecology has oriented its transformation activities around meeting business needs for:

- ◆ Clear, consistent, complete, current, and easily accessible regulatory and permitting information.
- ◆ A clear, reliable, one-stop source for assistance.

- ◆ A helpful, service-oriented culture.
- ◆ Decision-making timeliness.
- ◆ Options for expedited and fast-track decision-making.

In addition, Ecology acknowledges that the success of its transformation lies in a set of larger (and longer-term) systemic changes. Accordingly, Ecology also has committed itself to:

- ◆ Regularly reviewing/retooling its regulatory processes.
- ◆ Continuing to convene its Regulatory Performance Advisors Group.
- ◆ Actively engaging in the state’s multi-stakeholder transportation permit streamlining initiative.
- ◆ Forging streamlining and reform relationships with other governmental authorities.

Through attention to (1) its business practices, (2) its service culture, (3) the needs of the state’s business community, and (4) larger and longer-term systemic changes, Ecology hopes to substantially enhance the regulatory and permitting experience by “raising the bar” on the overall quality of the Ecology-applicant permitting interaction. In other words, it is Ecology’s goal to set a new standard for that interaction, one where applicants and the public regard the agency as approachable, eager to solve problems, clear in its needs and interests, and open to other perspectives.

The remainder of this section provides more detail and example to Ecology’s transformation activities and results, using the above as a framework. Part II closes the report with a broad collection of appendices intended to provide additional substance to the report. In addition, Part II provides the agency’s transformation work plan (see Appendix A) as well as several relevant editorials, guest columns, and news articles published in recent months (see Appendix B).

A. Clear, Consistent, Complete, Current, and Easily Accessible Regulatory and Permitting Information

Ecology’s goal is to meet the needs of the state’s business community for overall clarity and predictability in the permitting and regulatory process, and to do so in a manner that is easy to understand, straightforward, unambiguous, and fully disclosed. It is further Ecology’s goal to reach applicants at the earliest stages of a project with full and complete information about the permitting process, and to minimize or avoid the

likelihood of “late-in-the-game surprises” and “requests for unplanned and additional information.” Activities Ecology is pursuing along these lines include:

- ♦ ***Permit process flowcharts and schematics*** — Ecology is working with each of its permitting programs to develop permit process flowcharts and schematics. The purpose of these flowcharts and schematics is to show in an easy-to-understand format the process, sequence, and steps used to make a permitting decision. In addition, the flowcharts and schematics are being developed to distinguish between those aspects of the permitting process that are Ecology’s responsibility, and those aspects that are the applicant’s responsibility. DRAFT flowcharts and schematics have been produced, will be completed over the course of the next reporting period, and posted on Ecology’s Web site. See Appendix C for an example of a 401 Water Quality Certification permit process schematic being used on a pilot basis for projects in Ecology’s Northwest Region.
- ♦ ***Enhanced Web presence*** — The Web is a very powerful tool. Ecology has invested over the years in creating a greater Web presence that will meet increasing demand for Web-based permitting information. Presently, Ecology receives 6,000 visitors a day on its Web site (i.e., a 50 percent increase from FY 2001 to FY 2002). A challenge for Ecology has been in keeping data and information current. For example, Ecology provides permitting information (e.g., requirements, contacts, fees, authority, etc.) in several areas on its Web site, including Ecology’s Permit Handbook (www.ecy.wa.gov/programs/sea/pac/handbook/intropage.html), Ecology’s Online Permit Assistance System (www.ecy.wa.gov/apps/opas/pac_start.html), and the individual Web pages of its different regulatory programs. These information sources are however static, not effectively linked to each other, and have significant portions that are out of date and/or incomplete.

To remedy this, Ecology is revamping, enhancing, and updating its Web-based permitting information. A master data system is being developed that will become the central data portal for accessing permitting information via the Internet. In addition, a behind-the-scenes Intranet application is being developed that will allow Ecology staff to easily and routinely maintain the data housed in the master data system. The end result will be an enhanced “real-time” Web-based permitting assistance and information system that provides current contact information, current permit description and overview information, a consistent and predictable look and feel, and links to more detailed assistance information. The

enhanced Web presence should be up and running by March 2003. See Appendix D for a view of Ecology's enhanced Web presence.

B. A Clear, Reliable, One-Stop Source for Assistance (Office of Permit Assistance)

Ecology recognizes that the state's permitting and regulatory system is sufficiently complex and complicated that, no matter how well it is written, described, and presented, the ability to successfully and efficiently navigate the myriad agencies, processes, and permits is still a significant challenge. Ecology and the Governor's Office have partnered under the banner of the new Office of Permit Assistance (i.e., product of 2002 legislation) to provide the state's regulated and business community with clear, start-to-finish, coordination and process management assistance. The Office of Permit Assistance has been developed as a visible front-door into the larger regulatory and permitting system (i.e., local, state, and federal) through which any applicant can receive reliable information, referral, coordination, and process management assistance. The Office of Permit Assistance has been broadly organized as follows:

- ♦ **Regional lead assistance staff** — Ecology is providing the Office of Permit Assistance with four senior-level, experienced, regional permitting staff, working in the Spokane, Bellevue, Yakima, and Lacey regional offices, to serve as identifiable permitting resources for larger and more significant economic development projects. These employees are tasked with:
 - Providing ongoing project coordination and project management assistance:
 - set timelines and identify crucial pathways;
 - serve as single point of contact;
 - facilitate meetings and coordinate across agencies;
 - track and monitor progress of permitting process; and
 - keep all regulatory pieces synchronized and moving forward in a coordinated manner.
 - Building partnerships and collaborative problem-solving relationships.
 - Holding pre-application conferences and project scoping meetings, as appropriate (see Appendix E for DRAFT pre-application process being discussed with Ecology's Regulatory Performance Advisors Group).

- Serving as a resource to help solve problems, find solutions to challenges, facilitate decision-making processes, and generally aid in navigating the system.

Presently, regional lead assistance staff are on board in Lacey and Spokane. Hiring processes are under way in Yakima and Bellevue, with these positions expected to be filled in January 2003. For a list of regional lead assistance staff projects, please see Appendix F.

- ◆ **Centralized, comprehensive, customer call/service center —** Ecology is providing the Office of Permit Assistance with two part-time staff members, working out of ecology's main office in Lacey to help staff a comprehensive customer call/service center. The purpose of the center is to connect customers with regulators in other agencies, research applicable regulatory requirements, distribute applications and associated informational materials, and generally get customers oriented and informed in an efficient and expedient manner. The center takes the burden off the applicant of figuring out how and when to start in the regulatory system, as well as who to work with for what requirement. This is primarily accomplished through person-to-person telephone assistance. However, Ecology is making a significant commitment to the Web and Web-based tools as a supplemental mechanism to achieving these same ends. Call center data for September, October, and November by user type are as follows:

	<u>September</u>	<u>October</u>	<u>November</u>
▫ Individuals	42	46	37
▫ Business	47	25	25
▫ Construction/Law/ Engineers	22	19	12
▫ Local Government	6	7	4
▫ State Government	5	9	6
▫ Federal Government	<u>3</u>	<u>4</u>	<u>1</u>
Total	125	110	85

- ◆ **One-stop assistance —** As the front door into the larger regulatory and permitting system, Ecology and the Office of Permit Assistance have advertised the following as the primary resource to efficiently, easily, and reliably get started in the permitting process:

☞ Office of Permit Assistance
800-917-0043 (toll-free)
360-407-7037 (local)
ecypac@ecy.wa.gov
www.ecy.wa.gov

C. **A Helpful, Service-Oriented Culture**

Ecology's objective is to ensure the permitting experience, from start to finish, is regarded as helpful, responsive, and service-oriented.

Accordingly, Ecology has spent considerable time and effort on activities designed to ensure the permitting and regulatory interaction is of the highest quality. More specifically, Ecology has initiated:

- ♦ ***Vision, code of conduct, and service expectations*** — In Ecology's last progress report, the agency affirmed the need to reinforce a culture of service, streamlining, and accountability at all levels of the agency, and reported on a vision and action framework.

Since then, Ecology has adopted a code of conduct (see Appendix G) to reinforce customer interactions that help the public see Ecology as approachable, eager to solve problems, clear in its needs and interests, and open to other perspectives.

The agency's vision, code of conduct, and an action framework have been introduced throughout Ecology through a series of meetings with all levels of managers and staff. Ecology Director Tom Fitzsimmons and Deputy Director Linda Hoffman met with 17 program and office management teams, and held nine all staff meetings throughout the state to provide executive direction and emphasis, and to discuss issues.

The vision and code of conduct have provided an opportunity to clarify management expectations to employees and to the public. Ecology will hold itself accountable for its behavior, but is asking all parties within an interaction to recognize the two-way accountability for practices that lead to successful outcomes.

- ♦ ***Evaluating and managing individual performance*** — Significant work has gone into this year's employee performance evaluation process in support of Ecology's transformation and the code of conduct. Annual evaluations are generally completed by December 1, and the past year's completion rate was 93.5 percent. Evaluations focus on results achieved, current performance, and future expectations, and also plan for applicable training and development for the next 12 months.

In August, new evaluation guidance was developed by Ecology's Employee Service Office for conducting evaluation conferences and incorporating behaviors and practices into individual performance expectations to support Ecology's code of conduct. It emphasizes

the manner in which Ecology's business is to be carried out, i.e., how it is approached, conducted, and achieved.

Relevant classroom training is being provided, including specific leadership training to help managers and supervisors better manage employee performance. Ecology's Core Training Program continues to be available for all Ecology staff. Course curriculums include: communication; interpersonal skills; customer service; collaboration; change management; problem-solving; and conflict management.

Ecology recognizes that one performance evaluation cycle doesn't create instant outcomes. Rather, it provides the groundwork and sets a baseline for which ongoing performance, results, and needed resources are recognized and managed.

- ◆ **Permit customer survey** — Ecology contracted with the U.S. Department of Agriculture's Statistical Services to conduct a survey of 1,982 permit applicants. The purpose was to ask permit applicants their opinions about: Ecology's customer service; the business relationship between the applicant and Ecology staff; the permit process; and economic aspects of the permit process and decision.

The survey was administered during the months of August and September and the data compiled in October. The survey report will be completed the first week of January 2003. The response rate was 60 percent, and the feedback was extensive both in terms of the statistical significance and written comments. See Appendix H for a copy of the survey.

Ecology intends to analyze the survey results with agency programs and with its Regulatory Performance Advisors Group within the next month. The survey results and analysis will be used to refine and focus Ecology's transformation work plan (see Appendix A) so that it is directed toward those areas with the greatest opportunity for improvement. As well, this survey serves as an important baseline for Ecology's transformation efforts.

In addition to this survey of permit applicants, Ecology intends to survey other public interest groups and its own employees to generate further ideas for continuous improvement. These additional surveys will be accomplished in the next six months.

- ◆ **Information sheets (e.g., tips for businesses)** — "Step-by-step," "how to," and "who do I contact for help" are examples of the types of information and guidance that can be prepared to help business,

industry, farmers, etc. Many of Ecology's regulatory programs already prepare this information. The permit customer survey will help the agency understand which permitting and regulatory programs need to produce more helpful information, guidance, and tip sheets. Ecology and the Office of Permit Assistance have also already developed an information sheet called "Permit Processing Time Savers" (see Appendix I) to help businesses prepare and get started in the permitting process.

- ◆ ***Plain talk*** — In an effort to reduce phone calls and improve customer service, the Washington Department of Labor and Industries, in July 2001, launched "Plain Talk" (i.e., a year-long project to rewrite 100 bureaucratic form letters into plain English).

Ecology has decided to initiate a Plain Talk effort, starting in January 2003. The agency will start by targeting high volume forms and boilerplate and enforcement correspondence. The agency's Air Quality Program is already tackling its boilerplate enforcement correspondence. Results will be reported in Ecology's next progress report to the Competitiveness Council.

- ◆ ***"Walking the talk"*** — Across the state on a daily basis, Ecology is working with farmers, industry, developers, etc. to realize the objectives of sustainable environmental and economic development. Recent examples include:
 - Quick turn-around time aids major source's compliance status. Compliance issues contributed to a change in the operations of the Greater Wenatchee regional landfill. The specific change, from a passive gas collection system with multiple open flares to an active gas collection system with a single enclosed flare, resulted in environmental benefits as more landfill gas is now being collected and controlled. However, the new operations were recently at odds with the conditions in the landfill's Title V air operating permit (AOP), which is enforceable by Ecology, EPA, and citizens. This situation held potential consequences for the landfill, as the operators had to regularly certify its compliance status with the AOP. Recognizing the severity of the situation, Ecology successfully completed a complicated revision of the AOP in less than one-third of the time statutorily required.
 - Working with farmers on field burning. Managing field burning to keep health and environmental effects low is the goal of a "metering" program developed by Ecology. The premise of the program is that the amount of field burning varies from region to region and day to day and is kept below

levels that would cause problems due to too much smoke. For the growers, that means taking turns burning and burning a little at a time. By working together -- with frequent personal contact -- the harm from smoke has been reduced, and growers have been provided greater flexibility in managing their farms.

- TREE — Benefiting the bottom line and the environment. Ecology continues to promote its TREE (i.e., Technical Resources for Engineering Efficiency) project. The TREE project offers free technical assistance to help businesses reduce wastes and increase process efficiency while saving money. The TREE team includes Ecology engineers and scientists with experience in industrial processes and pollution prevention. The team has partnered with 12 companies in the past four years and identified suggestions that could save these companies a total of \$900,000 per year, 154 million gallons of water per year, 230,000 pounds of hazardous waste per year, and 116 pounds of solid waste per year. Some examples of the savings include:
 - Basin Frozen Foods — Reduce waste water by 40 million gallons per year and save \$80,000 per year;
 - Industrial Plating — Reduce hazardous waste by 101,000 pounds (6.5 million gallons) per year and save \$250,000 per year; and
 - Saint Gobain — Reduce waste carbide slurry by 44 percent, or 42 tons, per year.
- Other notable “working with business” permitting and regulatory success stories. See Appendix J.

D. Decision-Making Timeliness

One of the recommendations of the Competitiveness Council was for regulatory agencies to establish benchmarks for permit decision-making and to measure actual timeliness against the benchmarks. In response, Ecology has created timeliness performance measures for each of its major permit types and is tracking progress toward meeting these measures. Additionally, Ecology is reviewing and compiling information from other states so the agency can benchmark its timeliness expectations against similar permits from other states.

- ◆ ***Timeliness performance measures*** — Ecology programs have adopted timeliness performance measures for the following permit types and incorporated these measures as targets into Ecology’s Performance Agreement with the Governor’s Office.

Ecology will be reporting quarterly progress timeliness targets established for:

- Air Quality Prevention of Significant Deterioration.
- Air Quality Notice of Construction.
- Air Operating Permit.
- Shoreline management permits:
 - Substantial Development Permit;
 - Conditional Use Permit; and
 - Variance.
- Coastal Zone Management Act Consistency Determination.
- 401 Water Quality Certification.
- Individual State Wastewater Discharge Permit.
- Individual National Wastewater Discharge Permit.
- General Wastewater Discharge Permit.

These performance targets provide a place to start. Ecology anticipates that these particular measures may be modified over time as barriers and success factors to permit timeliness are better understood and the results of the agency's improvement efforts are seen. As well, they may be modified based on feedback received from Ecology's Regulatory Performance Advisors Group. For actual timeliness performance measures, please see Appendix K.

- ◆ **Research and comparison with other states** — Ecology has completed a preliminary review of the work of several other states that have adopted timeliness targets in the context of permit reform. This preliminary review covers the states of California, Maryland, Mississippi, Oregon, and New York. Ecology plans to share and discuss the preliminary review with its Regulatory Performance Advisors Group prior to completing a report.

E. Options For Expedited and Fast-Track Decision-Making

Through the efforts of Ecology, the 2000 State Legislature, and Washington's independent environmental consulting industry, applicants seeking expedited permit decision-making can now do so through an optional, applicant-initiated, voluntary cost-reimbursement/outourcing arrangement (see Appendix L). Under the terms of a cost

reimbursement/outsourcing arrangement, an applicant enters into an agreement with Ecology to pay the cost of hiring and managing an independent consultant to do routine and technical permit processing work (not approval or policy work). Cost-reimbursement/outsourcing is a promising new tool Ecology has to offer to bring additional permit processing capacity to the agency (especially as further budget reductions are required to meet State General Fund shortfalls) and to meet the needs of applicants seeking options for expediting the decision-making process.

Ecology's experience with cost-reimbursement/outsourcing since December 2001 (i.e., first agreement signed) consists of:

- ◆ Eighteen cost-reimbursement/outsourcing agreements have been signed with applicants seeking water rights.
- ◆ Ten agreements have concluded and yielded the following:
 - 50 decisions and 136 proof exams issued in 22 months;
 - \$756,863 in consultant costs reimbursed to Ecology; and
 - \$34,540 in Ecology staff oversight and management costs reimbursed to Ecology.
- ◆ Fifteen parties pending (waiting in queue, or just entering contract phase).
- ◆ See Appendix L for a listing of all cost-reimbursement/outsourcing agreements.

Ecology's future plans with cost-reimbursement/outsourcing include:

- ◆ Marketing and promoting the program as an optional service available to permit applicants interested in expediting the permit decision-making process.
- ◆ Extending beyond water right decision-making into other regulatory and permitting processes, such as 401 Water Quality Certification.
- ◆ Securing administrative staffing support to increase use of the tool and meet existing demand for the program (presently demand to enter into new agreements exceeds the agency's ability to do so).

F. Regularly Reviewing/Retooling Its Regulatory Processes

Inefficiencies in the permitting process are often most effectively uncovered and rectified through methodical review and step-by-step process evaluation. Ecology has committed each of its permitting and regulatory programs to seek permit processing efficiencies through regular review and evaluation of the permitting process. Example of recent efficiencies gained through focused review include:

- ♦ ***Isolated wetlands*** — Ecology evaluated the interim isolated wetlands permitting process and determined that the process should be continued. The evaluation process included a survey of project proponents who have requested administrative orders for filling isolated wetlands and conversations with business and environmental interests. The feedback indicated that the process is working relatively smoothly and resulting in environmental benefits. The primary concern with the process was the requirement that project proponents must receive a written jurisdictional determination from the U.S. Army Corps of Engineers prior to Ecology initiating the administrative order process. This often involves considerable time, as the Corps has been taking months to respond to requests for isolated wetland determinations. To address this concern, Ecology will begin processing requests for administrative orders as soon as the agency receives the necessary information from a project proponent, although final administrative orders will not be issued until the Corps determination has been made.
- ♦ ***Insignificant emissions units*** — Ecology's Air Quality Program completed a process this past fall that has taken many years to complete and will provide regulatory relief for "insignificant emission units" (i.e., very small emission sources). For years, the U.S. EPA has required monitoring, record-keeping, and reporting of insignificant emissions from certain industries. Since November 1994, Ecology has contested the issue in the federal court of appeals, had its Air Operating Permit program reviewed by EPA several times, and now has finally revised its regulatory rule. The effect will be to relieve burdensome reporting requirements for those least impacting to the state's air quality.
- ♦ ***Permit process change for 401 Water Quality Certification*** — Ecology has sought to improve its 401 Water Quality Certification decision-making process, which was a specific request of the Washington Competitiveness Council. Ecology is using a pilot process implemented out of the agency's Northwest Regional Office. Goals and processes established for the six-month pilot (i.e., July 2002 to January 2003) are:

- Reduce turnaround time and improve predictability in processing 401 Water Quality Certification determinations for U.S. Army Corps of Engineers 404 permits.
- Reduce the number of current 401/404 individual permit applications at NWRO from 15 to 2 by October 1, 2002.
- Make determinations on 90 percent of all new permits within 90 days of an application being submitted to the Corps (unless the applicant specifically asks for more time).
- Screen all Corps-identified individual 401 JARPA's for reviewability and respond within 10 working days (and work with the applicant to come to a reviewable application with 10 days).
- Develop and enclose guidance documents to aid applicants in the application process.
- Develop schematic showing steps, sequence, and timeline, and delineating applicant and agency responsibilities (see Appendix C).

Final results of the pilot will be written after the pilot period ends, and subsequent actions will be taken to make statewide improvements on the 401 Certification process. Preliminary results are:

- Completed nine of the backlog projects. Remaining projects are large projects for which Ecology is waiting for information from the applicant.
- Fifteen projects are going through the 90/90 pilot, and three have been completed.
- The process has been re-engineered for greater efficiency and predictability.
- Coordination with the U.S. Army Corps of Engineers has improved dramatically.

[NOTE: In January, Ecology's Southwest Regional Office will begin a similar pilot based on the Northwest Regional Office experience and success to date.]

◆ ***Potential Agency Request Legislation: Modifying the public-notice requirements for wastewater discharge permits —***

Ecology has submitted a proposal to sponsor legislation in 2003 to modify the public-notice requirement process associated with applying for wastewater discharge permits. Ecology's proposal would change the point of responsibility for publishing public notices from the applicant to Ecology, and would change the methods that constitute acceptable public notification. Currently, RCW 90.48.170 requires public notification twice in a newspaper of general circulation in the county of the proposed discharge and other such media that the department may direct. Ecology's proposal would eliminate the requirement to use newspapers as the preferred method of providing public notification and would expand the list of acceptable methods of notification to include the use of electronic media, including electronic mail and the agency's Web page. Ecology has concluded it would be more efficient for Ecology to be responsible for assuring compliance with the public-notice requirements for wastewater discharge permits. In addition, Ecology's proposal would bring more consistency between the public-notification requirements under the federal NPDES permit program and the notification requirements under state law.

- ◆ ***Permit timeliness and predictability case study*** — Ecology is studying the issue of permit timeliness and predictability by reviewing certain permitted projects involving the following permit types:
 - Prevention of Significant Deterioration (PSD).
 - Notice of Construction (NOC).
 - Water rights (new).
 - Water rights (change/transfer).
 - State Waste Discharge.
 - NPDES (individual).
 - 401 Certification (individual).

Two permit case studies from each of Ecology's four regional offices have been selected to provide a good mix of "timely" and "untimely" permits within each case study subset.

The focus of the study is on new sources of air pollution source being proposed by the permit applicant. Usually, for new source permits the applicant is unable to start construction or continue operating without the permit.

This study is intended to illustrate the steps of the permitting processes; to demonstrate which steps are influenced by Ecology, the applicant or third parties; and to suggest what held up or expedited a permit. To that end, this study is a useful tool to illustrate the processes involved, their relative complexity, and major barriers and success factors for permit timeliness.

To date, the research has been completed for the subject air quality permits, including the PSD permit and NOC. The study noted that incomplete permit information is a frequent cause of delay, as well as the need for prior authorizations under other government requirements (e.g., SEPA). Also, the need to address concerns from third parties, including the federal government, can take additional time. Preliminary recommendations address the need for pre-application meetings with recorded minutes that capture permit steps, information needs, and agreed time frames. Additionally, the study notes the need for a process tracking system, ongoing work with EPA to streamline the process, and helpful permit application information on Ecology's Web site.

Preliminary results of the study will be shared with Ecology's Regulatory Performance Advisors prior to final publishing.

G. Continuing to Convene the Regulatory Performance Advisors Group

As reported previously, Ecology has convened a group of Regulatory Performance Advisors to guide the implementation of Ecology's transformation work plan. Since the June progress report, Ecology's advisors have met four times to discuss the agency's transformation work plan, its vision and code of conduct, the performance evaluation process, the permit customer survey, the Office of Permit Assistance, 401 Water Quality Certification permit process improvements, and other relevant topics. Over the coming months, Ecology will be reviewing its survey results with the Regulatory Performance Advisors Group and seeking its advice on specific permit process improvements. See Appendix M for a list of Ecology's Regulatory Performance Advisors.

H. Actively Engaging in the State's Multi-Stakeholder Transportation Permit Streamlining Initiative

Ecology continues its involvement in the state Transportation Permit Efficiency and Accountability Committee (TPEAC). TPEAC is a process improvement initiative set up under the direction of HB 6188 and the 2001 State Legislature. TPEAC consists of local, state, federal, tribal,

environmental, business, and industry membership, and is organized through one overarching committee and several subordinate sub-committees. The purpose of TPEAC is to aid transportation projects through focus and attention on the environmental permitting and regulatory process, i.e., planning stage, permitting stage, and compliance stage (see Appendix N). Ecology hopes to draw from and apply successes gained through this process to other non-transportation projects it permits. Key TPEAC activities Ecology is integrally involved in as part of its transformation effort are:

- ◆ ***Multi-agency programmatic approvals for high-priority, routine projects*** — Under the direction of TPEAC, a technical subcommittee has been convened to develop a single set of standards and conditions acceptable to applicable local, state, and federal authorities for the following high-priority WSDOT activities:
 - Bridge painting and washing.
 - Bridge-deck repair.
 - Removing fish-passage barriers.
 - Culvert maintenance.
 - Culvert replacement.
 - Ditch maintenance.
 - Bridge scour repair.
 - Streambank stabilization.
 - Bridge removal.

The goal of the subcommittee is to standardize requirements across the agencies in advance to prevent instances where on-the-ground agency requirements conflict with one another. TPEAC expects the permitting process for these routine transportation activities will be significantly shortened and made substantially more predictable. Ecology hopes to apply these same standards to other non-transportation projects in time. See Appendix O for a development schedule.

- ◆ ***Combined Phase I/Phase II stormwater programmatic permit for maintenance and operation activities*** — As described in Ecology's second progress report to the Competitiveness Council, the proposal is to develop a Combined Statewide Phase I/Phase II

Stormwater Programmatic Permit for WSDOT. The permit would cover stormwater discharges associated with ongoing maintenance and operation of WSDOT-owned and -operated facilities. In addition, the permit would define the stormwater requirements for new development and re-development. This approach is expected to reduce the need for 401 Water Quality Certification technical support, since post-construction stormwater requirements for most WSDOT projects would have been defined, worked out in advance, and included in the Combined Statewide Phase I/Phase II Stormwater Programmatic Permit. Development of this programmatic permit will proceed following formal commitment from WSDOT to this approach.

- ◆ ***One-stop permitting process for large, complex projects*** — As described in Ecology's second progress report to the Competitiveness Council, the "one-stop permitting process" uses interdisciplinary project teams, scheduling and issue-tracking tools, and multi-agency participation, and is intended to help meet the schedules for transportation projects coordinated permit timelines, and synchronized permit decision-making processes. TPEAC adopted a one-stop process in May 2002, which Ecology, WSDOT, and other applicable regulatory agencies have been piloting on the SR-24 Yakima River crossing project and the east-half Hood Canal bridge-replacement project. An evaluation of the effectiveness of this tool will be reported to TPEAC in January 2003. Initial feedback from participants indicates that the interdisciplinary team, issue-tracking tools, and scheduling tools are very helpful for the process and would be especially applicable to larger, more complex projects that Ecology permits.
- ◆ ***Development of alternative watershed-based mitigation approaches*** — TPEAC is taking a forward-looking, longer-term look at the way the environmental regulatory and permitting process mitigates for project level damage to the environment. TPEAC is challenging the traditional on-site, in-kind model, and is encouraging regulatory agencies and permit applicants/holders to think more broadly and look to other models and scales on which to mitigate for project level environmental harm. In particular, TPEAC is looking to watershed, basin, and sub-basin scales as the spatial basis on which to mitigate for effects caused by transportation projects. By doing so, TPEAC hopes to more efficiently mitigate for project level effects (i.e., mitigate in ways that require less cost, deliver greater environmental benefit, and do so within the watershed, basin, and sub-basin scales, as opposed to strictly project site scale).

I. Forging Streamlining and Reform Relationships with Other Governmental Authorities

Washington's regulatory framework and permitting programs are broader than just Ecology. As such, streamlining and reform to benefit the state's business community needs to extend to other federal, state, and local permitting and regulatory agencies (as well as among the agencies). Ecology has reached out to the U.S. Army Corps of Engineers and the U.S. EPA to meet and work together on streamlining regulatory and permitting processes where they intersect between the agencies. More specifically:

- ♦ ***Meetings with U.S. Army Corps of Engineers*** — On November 15, 2002, Ecology Director Tom Fitzsimmons and several senior-level Ecology officials met with General Fastabend and his three commanders from the Seattle, Portland, and Walla Walla districts of the Corps of Engineers. The purpose of the meeting was to meet the new district colonels and the division general, as well as to discuss areas of joint work, affirm existing partnerships, and identify needs for joint problem-solving. The meeting produced a commitment to continue mutual regulatory streamlining efforts with both Nationwide Permits and 404/401 coordination. As a next step, Ecology will meet with the Corps' Seattle District to identify specific improvement actions and an implementation plan over the course of the next reporting period.
- ♦ ***Performance Partnership Agreement*** — Director Tom Fitzsimmons and agency managers met with senior EPA officials on October 10, 2002. Both agencies are committed to increasing administrative efficiency, streamlining the current process, and working to achieve increased efficiency and effectiveness in how and when permit decisions are made. Ecology and EPA are planning to include in their upcoming Performance Partnership Agreement for the next biennium (due July 2003) a new chapter on streamlining that will outline actions, strategies, and commitments the agencies will make to streamline the current permitting and regulatory process. [NOTE: The Performance Partnership Agreement is a biennial agreement between Ecology and EPA that describes the oversight relationship between EPA and Ecology as it relates to Ecology's implementation of the federal environmental permitting program, i.e., RCRA, NPDES, Title V, and PSD permits.]
- ♦ ***Seeking and obtaining full PSD delegation*** — In order to reduce oversight by the U.S. EPA and eliminate a required EPA review and approval step, Ecology, EPA, and the local air pollution control authorities are partnering to help Ecology gain full federal delegation of the federal Clean Air Act PSD program. Ecology is working aggressively with EPA and the local air authorities to reform

and realign the minor source New Source Review programs across the state to ensure they are consistent with and meet federal requirements. By doing so, Ecology can position itself to assume full delegation of the PSD program and meet the request of Industry that Ecology do what is necessary to obtain full approval from EPA of the federal Clean Air Act PSD program. EPA, Ecology, and the local air authorities are all devoting substantial time and staff resources to ensuring that Ecology ultimately does receive full federal delegation of the PSD program. Ecology expects to complete its request to EPA by the fall of 2003. A fully delegated program is expected to decrease overall permit processing time by up to several months for each future PSD permit.

- ◆ ***Reforming water law*** — Ecology and the Governor's Water Team spent much of the summer working to refine and develop support for legislation to secure new state funding for water infrastructure projects. At a November water conference, the Governor affirmed his continuing support for water infrastructure funding. However, given the state's budget challenges, he decided to hold back on proposing a large, new revenue source for infrastructure funding. Instead, he announced a four-part strategy to help meet the state's water supply needs during the coming biennium:

- Prioritize available state financial resources to continue moving forward on critical water needs.
- Pass legislation to let basins and regions fund plans. Provide greater flexibility for local governments to use existing local funding mechanisms for priority needs.
- Pursue modest increased funding for existing water capital programs. Where necessary, add or clarify the authority to fund water infrastructure projects such as storage or re-use. This will help critical projects move forward.
- Strive for federal funding to match state and local funding.

Given the legislative attention to budget matters, the Governor's Water Team is focusing water reform policy legislation on a few important topics that have broader support for legislative action. In preparation for the 2003 legislative session, the Governor's Water Team spent time in detailed discussions with representatives of public water supply utilities. These discussions have produced a list of reform needs that will be addressed through administrative actions by the Departments of Ecology and Health over the coming year. A list of reform needs that will require legislative action was also produced.

A package of legislative ideas on water policy reform is being advanced for possible Governor request legislation for the coming session. Legislation is being developed to address water supply issues for growing communities (water rights for municipalities and public water systems). And legislation is being drafted to enact the recommendations of the watershed plan implementation committee.

II. Appendices — Examples and Additional Detail

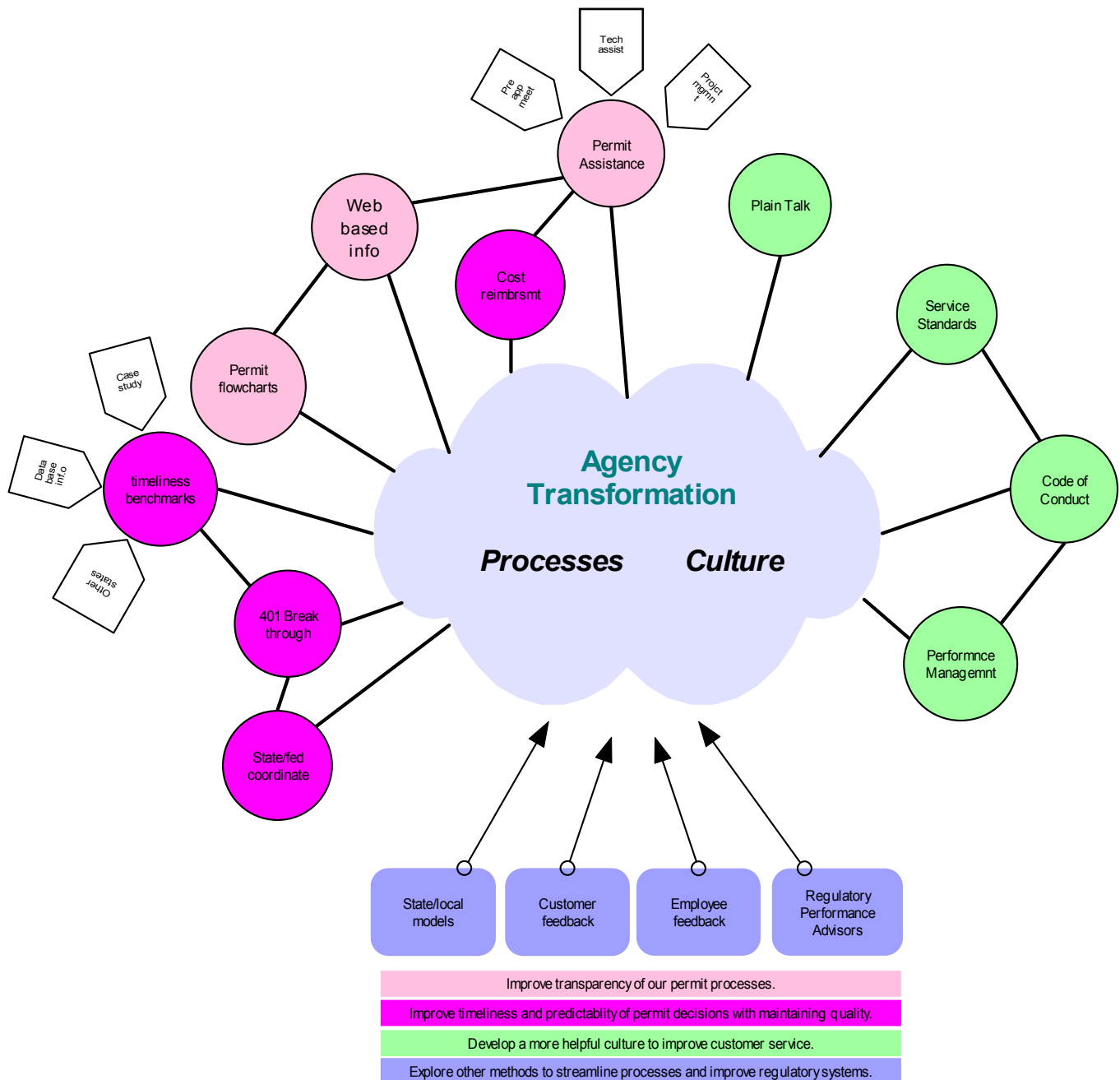
A.	Ecology’s Transformation Work Plan	[p. 23]
B.	Relevant Editorials, Guest Columns, and News Articles	[p. 29]
C.	Example Schematic for 401 Water Quality Certification	[p. 37]
D.	Enhanced Ecology Web Presence	[p. 39]
E.	DRAFT Pre-Application Meeting Process Being Discussed with Ecology’s Regulatory Performance Advisors Group	[p. 41]
F.	Regional Lead Assistance Staff	[p. 45]
G.	Ecology Vision, Code of Conduct, and Service Expectations	[p. 49]
H.	Ecology Permit Customer Survey	[p. 51]
I.	Office of Permit Assistance Permit Process Time Savers	[p. 55]
J.	Working with Business Success Stories	[p. 57]
K.	Ecology Timeliness Performance Measures	[p. 63]
L.	Ecology’s Cost-Reimbursement/Outsourcing Program	[p. 67]
M.	Ecology’s Regulatory Performance Advisors Group	[p. 71]
N.	Transportation Streamlining Initiative	[p. 73]
O.	Programmatic Implementation Group Work Plan/Schedule.	[p. 75]

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Appendix A

Ecology's Transformation Work Plan

Transformation Work Elements



Transforming the Department of Ecology

The Department of Ecology (Ecology) is engaged in a long-term effort to improve the regulatory services provided by the agency. We are engaged in a number of key activities to accomplish this objective, including the following.

1. Developing a helpful culture to improve customer service.

- ◆ In terms of our customer relationships, this means that we're reinforcing interactions that help the public see us as approachable, eager to solve problems, clear in our interests, and open to their perspective.
- ◆ We've adopted a Code of Conduct and specific service expectations so that our goals are clear to our employees and to the public.

2. Improving the transparency of our permit processes.

- ◆ We're taking advantage of the Internet to provide helpful information on permit processes including online applications, flowcharts/schematics, fee information, timeframes, permit dependencies, review processes, and guidance material.
- ◆ We're operating a permit assistance call center to answer permit related questions for our telephone customers.
- ◆ Permit assistance leads are available in each of our regional offices to provide technical assistance and process facilitation for projects needing multiple environmental permits.

3. Focusing attention on the pre-application phase of permitting.

- ◆ This includes having informal talks between jurisdiction and applicant so that each party can share its concerns and visions about the proposed project.
- ◆ As well, the participants can study the responsibilities of the agency and the applicant in every step of the review process and focus attention on clarifying information needs so that time isn't wasted having to develop and submit additional information.
- ◆ Additionally, we're providing assistance early that can help an applicant understand options that meet both environmental and business objectives, and a schedule for permit decisions.
- ◆ Finally, points of contact can be designated, including contacts for resolving problems that arise.

4. Improving the timeliness and predictability of permit decisions while maintaining quality.

- ◆ We're studying our major permit processes to identify barriers and success factors for timely permit decisions, and incorporating that learning into process changes.
- ◆ We've redesigned the permitting process for our 401 certification and are piloting the new approach in our Northwest Regional Office, and will be expanding to our Southwest Regional Office next month. The goal of this

effort is to issue 90 percent of our permit decisions with 90 days, a vast improvement over the nearly one year that it used to take.

- ◆ We've focused additional resources toward speeding up our water-rights permitting with the assistance of the legislature, and have doubled the rate of new water-right decisions and tripled the rate of change/transfer decisions.
- ◆ We've developed performance goals for decision timelines for each of our major permit types, and are measuring performance toward those goals.
- ◆ We're working with our federal partners to coordinate streamlining efforts and ensure that Ecology's system improvements are reflected or supported in the federal processes.
- ◆ We're studying the timeliness performance goals of other states for like-type permits, and benchmarking our performance.

5. Seeking feedback to continuously improve our processes and results.

- ◆ Continuous improvement is a long-term commitment of Ecology and the state.
- ◆ We're actively seeking feedback from our permit customers, the general public, and our employees through surveys and other feedback mechanisms to help us measure our progress and to focus and refine our efforts.
- ◆ We have engaged the interest of an external advisory group, our Regulatory Performance Advisors, to guide our transformation and streamlining efforts.



Transforming the **Department of Ecology** **Draft Work Plan** 12/11/02

This work plan will guide the Department of Ecology's ongoing efforts to implement the following vision:

The citizens of Washington trust that Department of Ecology employees will support and assist them in promoting the sustainable environmental and economic well-being of the state.

The plan has four objectives:

- Improve transparency of our permit processes;
- Improve timeliness and predictability of permit decisions while maintaining quality;
- Develop a more helpful culture to improve customer service; and
- Explore other methods to streamline processes and improve systems.

This work plan will change over time to reflect advice and suggestions received from the Regulatory Performance Advisors, Ecology staff, and others.

Improve transparency of our permit processes.

1. Institutionalize pre-application conferences in Ecology's regional offices.
 - Develop uniform proposal (complete)
 - Develop annotated agenda (11/02)
 - Pilot in Eastern and Southwest Regional Offices (12/02-2/03)
 - Implement statewide (2/03)
2. Prepare permit process flowcharts/timeframes and application guidance material
 - Develop draft flowcharts for all major permits (complete)
 - Review flowcharts with Regulatory Performance Advisors (ongoing)
 - Develop uniform format for Web-based schematics (4/03)
3. Increase helpful information on the Internet
 - Improve the Online Permit Assistance System (OPA) (03/03)

- Update the OPA System, including flowcharts/schematics (by program 4/03)
 - Improve the Ecology Homepage for better access to permit assistance information
4. Continue/improve the permit assistance call center
- Act as agency point-of-contact for permit related issues (ongoing)

Improve timeliness and predictability of permit decisions while maintaining quality.

1. Assess and resolve barriers to timely decision-making
 - Identify and review case studies of major permits to determine factors for timeliness
 - Report results (ongoing, complete 1/03)
2. Redesign business process for 401 certification
 - Launch the Breakthrough Approach pilot in Northwest Regional Office (complete)
 - Expand pilot approach to Southwest Regional Office (1/03)
 - Implement and evaluate results (2/03)
3. Implement transportation permit streamlining opportunities w/ DOT
 - Draft multi-agency programmatic permit
 - Develop one-stop permitting at Ecology
 - Pilot Uniform Permit Binder approach
 - Implement joint phase 1&2 permit and revision of Highway Runoff Manual (WQ)
4. Develop permit timeliness performance targets
 - Develop preliminary baseline data (done)
 - Establish time frames for basic permit processes and set preliminary performance goals (9/02)
 - Establish final performance goals (10/02)
 - Implement tracking systems (12/02)
 - Report quarterly in Governor's Performance Agreement (1/03)
5. Compare permit timeliness performance targets from other states
 - Research Web-based and other information
 - Develop preliminary report (9/02)
6. Track and manage significant projects on an agency-wide basis.
 - Develop spreadsheet/database (1/03)
 - Complete and keep updated (1/03)
7. Provide ongoing project coordination and management for significant projects.

- Implement Office of Permit Assistance (ongoing)
- 8. Improve Ecology’s use of cost-reimbursement agreements to expedite environmental permitting.
 - Expand to other permit processes beyond water rights.
 - Report regularly on contract results
- 9. Explore process improvements with state and federal agencies
 - Meet with Environmental Protection Agency leadership (10/02)
 - Meet with Corps of Engineers leadership (11/02)

Develop a more helpful culture to improve customer service.

1. Confer with Regulatory Performance Advisors
 - Develop membership list (complete)
 - Develop agendas (ongoing)
2. Establish a Code of Conduct to support a helpful approach from Ecology employees
 - Develop Code (complete)
 - Meet with agency managers (complete)
 - Present to all staff (complete)
 - Follow up on questions and comments
3. Evaluate and manage individual performance
 - Complete annual evaluations (12/02)
 - Develop individual training and performance plans (12/02)
4. Develop survey tools to solicit external feedback
 - Complete survey of permit customers (11/02)
 - Complete survey of Ecology staff
 - Hold focus group sessions for environmental and advocacy groups
5. Implement a “Plain Talk” pilot in one or more of our regulatory programs

Explore other methods to streamline processes and improve regulatory systems.

1. Learn from other experiences with regulatory reform for “exportable” features
 - Invite Renton to speak with agency managers (complete)
 - Review and compile information from other agencies and states
2. Solicit other ideas and suggestions from staff, Regulatory Performance Advisors and others

Appendix B

Relevant Editorials, Guest Columns, and News Articles

8-16-02 – Seattle Times

Guest column: Continuing a commitment to keep our state competitive

By Judith Runstad and Alan Mulally

Those of us who do business in Washington state appreciate The Times championing the idea that we must make our state more competitive. However, we take issue with the paper's assertion that Gov. Gary Locke and the business community are making little progress in making our state a better place to do business.

When Locke convened the Washington Competitiveness Council about one year ago, many of us looked at each other and thought, "Here we go again." We've all been through this drill. Government asks us what business needs to be successful. We tell them. That's where it ends. So, most of us figured we'd do our duty and give our advice, presuming it would be ignored.

This time, our message was heard. And this time, people are taking action. The governor, who attended and actively participated in our debate on competitiveness issues, has taken — and is taking — action.

He challenged the Legislature to pass a transportation package that would help us get our employees to work and our products to market. Unfortunately, the Legislature did not complete the job in Olympia. But now Locke is leading the campaign for Referendum 51, a \$7.8-billion tax and construction package that we urgently need to improve safety and take on traffic congestion, which is the biggest threat to our state economy.

Locke also signed the bill that will bring more fairness to the unemployment insurance system, and has gone to bat in court to challenge an ill-conceived referendum that would reverse that progress.

And he sponsored and signed into law new legislation that provides more funding for rural economic development projects that bring jobs to our rural communities.

The governor also is responding to our call for reduction in regulatory red tape. He assigned one of his top advisers, Paul Isaki, to spearhead reform of the permitting system — reform that we in the business community sought. The governor specifically challenged the Department of Ecology and its director, Tom Fitzsimmons, to effect change that has resulted in:

- Improving customer service from all staff and managers;
- Streamlining Ecology's key permitting practices to accelerate the overall decision-making process;

- Making regulatory decisions more timely and predictable, which is very important to businesses that deal with the regulatory system every day.
- Coordinating permitting activities of the state Department of Transportation and other agencies on transportation projects — so they can be started and completed more quickly.

Isaki and Fitzsimmons are personally ensuring that bureaucracy does not delay economic development projects that will help our state emerge from current economic problems. You don't usually hear about the projects that go well, but we are hearing that their fresh approach to permitting is saving time and money, and getting companies up and running faster, so they can put our people to work.

The Legislature's willingness to create the Permit Assistance Center in the governor's office was critical in setting the stage for streamlining state permitting regulations. This office ensures that permitting issues are seen and coordinated at the highest levels. It will bring innovative, new concepts to the permitting process, test them and put the best ideas into action.

Working with the governor, the Legislature accomplished other goals supported by the business community and the Competitiveness Council. Lawmakers clarified taxation of investment income, dealt with issues surrounding public-utility easements on state-owned aquatic lands, authorized universities to finance research facilities with revenue bonds and made important reforms to our state's water law.

Business leaders also are taking action. We committed our time over the past year to formulate and pursue this agenda. We are educating our employees and our customers about the importance of this agenda to our future.

And we will continue to work. Members of the Competitiveness Council, with the encouragement and support of the governor, have elected to continue to invest their time to make sure this agenda is carried out.

Certainly, there are still many issues to be addressed. The Competitiveness Council has called for important changes in funding for higher education and workforce training. This goes hand in hand with our commitment to improve the competitiveness of our existing industries, but also ensures that Washington shares in the prosperity that will result from innovation in emerging, new industries.

We're all too aware that we live in a wonderful part of the world and that we could lose what makes it special if we don't roll up our collective sleeves and work together. We have designed our work on the Competitiveness Council to have measurable results so The Times and everyone else can see for themselves whether we are reaching our goals. And failure to reach those goals is not an option.

The progress we have made in improving Washington's business climate is encouraging. We are sharpening this state's competitive edge in the world economy, and we will continue working together to make even more progress.

Judith Runstad and Alan Mulally, are co-chairs of the Washington Competitiveness Council. Runstad is an attorney with Foster Pepper & Shefelman in Seattle. Mulally is president and chief executive officer of Boeing Commercial Airplanes.

9/20/02 – Puget Sound Business Journal

Dept. of Ecology striving to change its image

By George Erb

The state Department of Ecology is trying — really trying — to shed its bogeyman image with Washington's business community.

State Ecology Director Tom Fitzsimmons traveled to the governor's economic-development conference in Spokane with a conciliatory message. Among other things, he said the agency will be more collaborative and give greater weight to economic issues.

The department reinforced the notion that it has a cuddly side by hosting a hospitality room at the conference. And the agency said, in handouts and a program advertisement, that it is "Working with you for a better Washington."

"We're trying to reach out to you," Fitzsimmons told a standing-room-only crowd that turned out for a panel discussion about government permits. "We'll prove it behaviorally."

The department's agreeable image in Spokane was quite a departure from the agency profile that the Washington Competitiveness Council painted earlier this year.

Too often, council members concluded in their final report, businesses found the agency "unresponsive and unaccountable, with a generally poor or specifically anti-development attitude." They urged Gov. Gary Locke to overhaul the department.

In Spokane, Fitzsimmons did his best to explain that the department is changing its ways.

Some of the changes were in the works before the Competitiveness Council made its tart remarks. But other changes are new, including a vision statement that says the agency will help citizens promote "the environmental and economic well-being of the state."

Notably, the statement gives equal weight to the environment and economics.

The department has long concentrated on protecting the environment. But the new vision statement recommits the agency to a long-standing obligation to consider economics in its regulatory work, Fitzsimmons said in an interview.

"It's a change in degree, which is a significant change," Fitzsimmons said. "It's a better balancing."

Other changes are in the works that will be apparent to people who work with the agency, Fitzsimmons says. By the end of October the department will start setting timelines for permit applications, in an effort to make the process more predictable.

The agency wants to overhaul the way it reviews water-quality certificates, and it will spend more time meeting with applicants before they file their paperwork so that everybody has clearer expectations about the process.

The department also wants to make its regulations easier to understand, and it will establish permit assistance programs in its regional offices.

Many of these and other initiatives came after officials realized that the agency's self-image was often at odds with how others saw the department. "We've been trying to close that gap," Fitzsimmons said.

A permanent commission on economic development?

Gov. Gary Locke could sign an executive order as soon as Sept. 25 that creates a state Economic Development Commission with some oversight of Washington's economic-development programs.

Creating a permanent economic-development commission was among the recommendations issued in June by the Economic Development Task Force, a 17-member advisory panel that examined the state's economic-development programs.

The advisory panel was chaired by Scott Morris, president of Spokane-based Avista Utilities. He is considered a leading candidate to chair the newly formed Economic Development Commission. Indeed, some believe Locke will sign his order in Spokane, site of the governor's recent economic-development conference.

Among other things, the new commission could oversee strategy and policy at the state Office of Trade and Economic Development.

11/4/02 -- Tri-City Herald

Ecology aims to improve its image

By Mike Lee

Welcome to the softer side of government.

The state Department of Ecology -- long the nemesis of developers and farmers -- is initiating a kinder, gentler approach to its regulatory duties.

It wants trust. It wants to support and assist. It wants partners and collaborators.

And it wants to promote Washington's economic well-being, according to the agency's vision statement being distributed to the public across the state.

"Department of Ecology: Working with you for a better Washington," says the heading.

Of course, the initiative has its skeptics. Those who deal with the 1,400-person regulatory agency aren't likely to believe changes are afoot until they see them. Nor are they too upbeat about an attitude alteration without policy adjustments that would promote the economic well-being that the Ecology Department now touts.

"At least it's an attempt," said Colin Hastings, government affairs director for the Home Builders Association of the Tri-Cities. "If you are going to be working in conjunction with somebody, obviously that helps the relationship."

But, he added, "I think the underlying problem is still their policies."

The Ecology Department is working much more quickly on water rights decisions of late, gaining credibility in regulatory reform efforts. And agency Director Tom Fitzsimmons has been increasingly visible in recent months talking about economic development.

"For the first time in a decade, we are able to process more (water) applications that we receive and that is paying dividends for farmers, businesses and other water users, as well as the environment," Fitzsimmons said recently.

Despite doubts, there's hope outside the agency that changes will be meaningful. "We are certainly supportive of any effort by the agency to be more in tune with the impact that their regulations have on working people," said Dean Boyer, spokesman for the Washington State Farm Bureau.

What state officials are calling a "transformation effort," began late last year after the governor's Competitiveness Council issued a harsh critique of the Ecology Department as part of an "uncoordinated and inefficient regulatory regime."

Ever since, Fitzsimmons has been pushing for reform -- especially as it relates to how employees treat the public.

The new code of conduct says Ecology Department employees:

- "View our customers as partners and collaborators who are equally committed to a healthy, prosperous Washington."
- "Are problem-solvers, willing to consider different perspectives, open to finding new, creative ways to accomplish our work."
- "Remain objective at all times and ensure that professional judgment, rather than personal opinion, influences our work."

Sue Mauermann, the agency's special assistant for regulatory streamlining, said the department is trying to improve the tone of public interactions, which can easily turn sour given the stakes in water and species regulations.

"This (code of conduct) is how we behave. This is what you can expect from Ecology employees," Mauermann said.

"Culture change is certainly a way to look at it," she said.

Agency spokeswoman Sheryl Hutchison said employees are being asked to take a proactive approach even though there still are expected to be major gaps between what the agency will allow and what some residents want.

"There are places within the Department of Ecology where we have not seen as part of our jobs to help someone solve problems," she said. "To the extent that there are solutions, we want to be helping people achieve solutions."

11/22/02 -- Tri-City Herald

Editorial: Irrigators, Ecology on same page - finally

Color us amazed - and delighted.

The court settlement Thursday between the Columbia-Snake River Irrigators Association and the state Department of Ecology was unexpected, to say the least.

It represents a monumental step that could not only free up new water for users, but also foster a working relationship between state regulators and Eastern Washington water users.

Coming on the heels of last week's resolution of the long struggle to get the quad cities water for growth, the settlement reinforces the hope that the Mid-Columbia can put water battles behind it.

Both Ecology and the irrigators deserve accolades for abruptly seizing an opportunity to reach agreement after years of mistrust and wrangling. Credit also goes to Benton County Superior Court Judge Dennis Yule for prodding the parties into mediation and to Judge Craig Matheson who led a nine-hour negotiating session Wednesday.

Before Thursday, the irrigators and Ecology were locked in a stalemate over seven water right applications, with no end sight.

Alone, the applications don't propose huge water withdrawals from the Columbia River, but together they represent a test case aimed at defining the state's water management policy.

The irrigators have been pushing the state to make new water allocations from the river. The state has been reluctant to move, at least until it could counter federal policy against removing more water from the river without finding another source to replace it.

The solution announced Thursday is pure compromise. The applicants can get their new water, but they will have to pay for it (at below-market rates) if they want to avoid interruption during a drought.

In exchange, the state gets some money for such mitigation measures as buying water to keep in the river for fish. Irrigators, who don't agree that their water withdrawals would hurt fish, can justify the cost instead as a replacement for lost hydropower.

More importantly, the settlement sets a path for future negotiations over state water policy. Ecology agreed to reshape its Columbia River Initiative so it will be geared toward converting water rights that can be shut off if the river drops below a certain level into year-round rights that ensure water will be available when it's needed.

Water users could choose either to pay for the rights or to agree to return some of their existing allocation to the river.

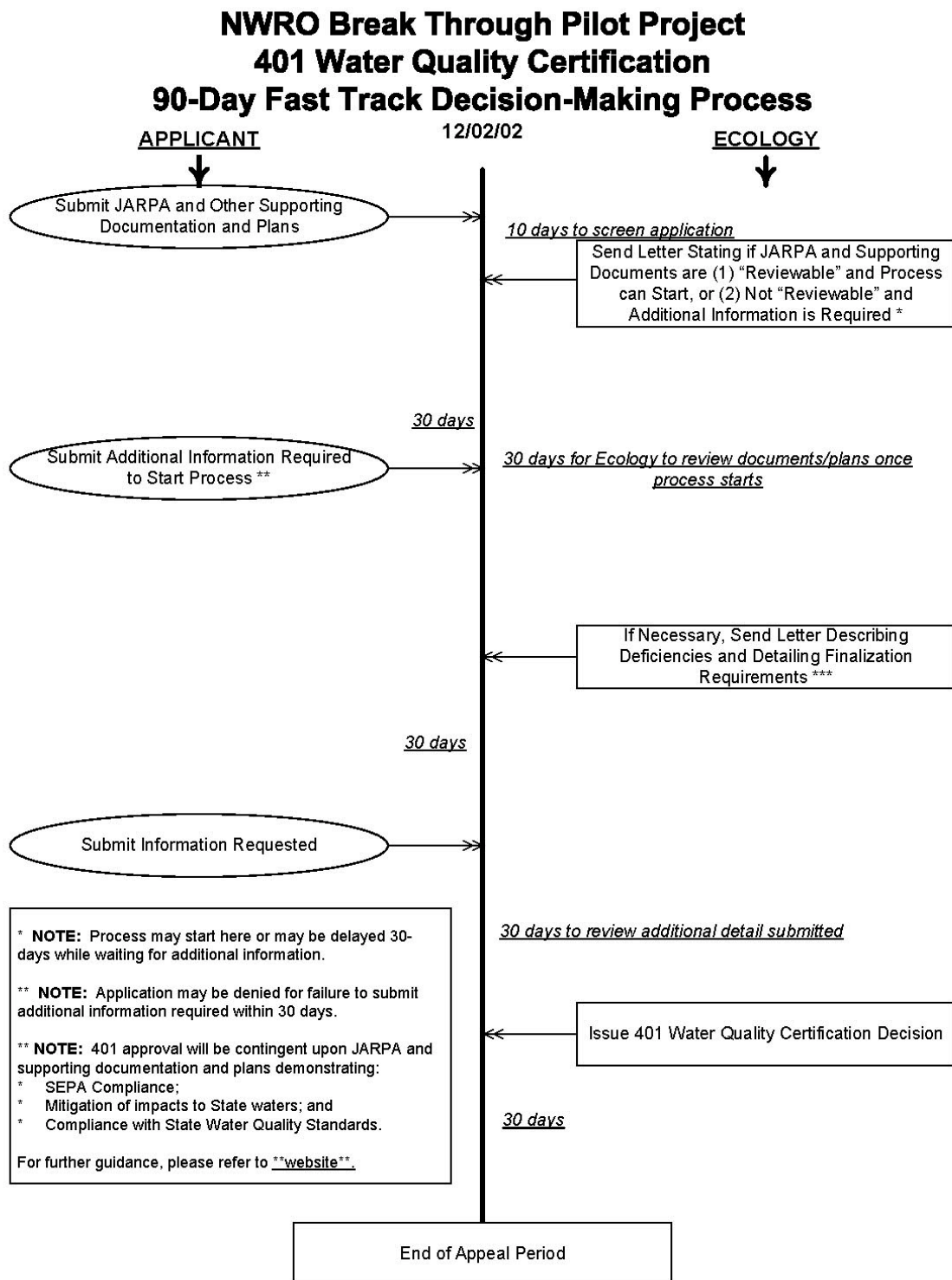
Columbia-Snake irrigators have committed to participate in the Columbia River Initiative and to encourage other industries and irrigators to do so. That concession is key, since the initiative won't craft well-grounded state water management if such important voices are missing.

But perhaps the most significant development Thursday was the obvious good will in what has been an acrimonious relationship between Ecology and the irrigators. The settlement was a breakthrough that both Ecology Director Tom Fitzsimmons and the irrigators' representative Darryll Olsen described in glowing terms.

It surely is a fragile peace that will require tender care. In the months and years ahead, both sides will need to tend it. But, for now, the state and the irrigators have earned the right to trumpet their hard-won alliance.

Appendix C

Example Schematic for 401 Water Quality Certification



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Appendix D

Enhanced Ecology Web Presence

Following pages from Ecology prototype Web page shows the look and feel of the enhanced Web presence. In particular, an applicant will be able to gather factual information concerning a permit in question, secure an application, view a schematic showing steps, sequence, and timeline, link to more detailed information on a program Web site, get contact information, and link to the Office of Permit Assistance. All information will be real-time information, as it will reside in the background on a centralized Web-based database that will be regularly maintained by and linked to the agency's permitting programs. Benefits to applicants and external parties are clear, consistent, accurate, up-to-date information concerning regulatory permits and approvals.

Preview Permit Detail Page on Internet - Microsoft Internet Explorer provided by Dept. of Ecology

Preview Permit Detail Page Close



[Permit HandBook Home](#) / [Air Quality](#) / Air Operating Permit

Air Operating Permit (Open Burning)

In most cases the disposal of material to the atmosphere by open burning requires an air quality permit. Included among those activities are agricultural field burning; all types of burning at commercial, business, government, and industrial establishments; and firefighter training fires. Some areas of the state do not allow any burning whatsoever and burning may be prohibited at certain times of the year throughout the state.

Authority over open burning is generally based upon the location and type of material to be burned. But, because there is so much variation throughout the state, it may not be clear which agency is responsible for permitting a specific burn. The easiest way to determine who would issue a permit is to call the local air authority (see Appendix C for addresses and phone numbers).

Trigger Activity:	Open burning of any kind
Fees:	Variable
Online Application:	Available at http://apps.ecy.wa.gov/agburn .
Statutory Authority:	Chapter 173-425 WAC Chapter 70.94 RCW
Application Requirements:	Compliance with the State Environmental Policy Act (SEPA) must be demonstrated.
Permit Dependencies:	Before issuance of permit, other applicable regulatory approvals must first be secured (e.g., HPA).
Permit Time Frame:	Application review takes 14 to 30 days. View the schematic .
Permit Review Process:	New individual NPDES requires public hearing.
Permit Duration:	NPDES permit needs to be renewed every 5 years.
Permit Appeal Information:	401 is appealed to PCHB.
Notes / Comments:	Authority over open burning is generally based upon the location and type of material to be burned. But, because there is so much variation throughout the state, it may not be clear which agency is responsible for permitting a specific burn. The easiest way to determine who would issue a permit is to call the local air authority (see Appendix C for addresses and phone numbers).
Other Links	Air Quality Program Site Ecology Web Site
Contact:	Department of Ecology Air Quality Program 300 Desmond Drive PO Box 47600 Olympia, WA 98504-7600 Telephone: (360) 407-6800 FAX: (360) 407-6802

[Permit HandBook Home](#) / [Air Quality](#) / Air Operating Permit

Air Operating Permit - Handbook - Microsoft Internet Explorer provided by Dept. of Ecology

File Edit View Favorites Tools Help

Back Forward Stop Search Favorites Media Print

Address <http://ecyhcapp18:82/permithandbook/permitdetail.asp?id=3> Go Links

Access Washington Department of Ecology

Environmental Permits

Introduction > Permit Handbook > Air Quality Permits > Air Operating Permit

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Activity which requires the Permit:
Open burning of any kind

Fees:
Variable

Online Application:
This permit is online and can be downloaded at <http://apps.ecy.wa.gov/agburn>.

Legal Authority:
Chapter 173-425 WAC, Chapter 70.94 RCW

Application Requirements:
Compliance with the State Environmental Policy Act (SEPA) must be demonstrated.

Permit Dependencies:
Before issuance of permit, other applicable regulatory approvals must first be secured (e.g., HPA).

Permit Time Frame:
Application review takes 14 to 30 days. View the [schematic](#).

Permit Review Process:
New individual NPDES requires public hearing.

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Links:

- [Air Quality Program](#)
- [Ecology Home Page](#)
- [More Information](#)

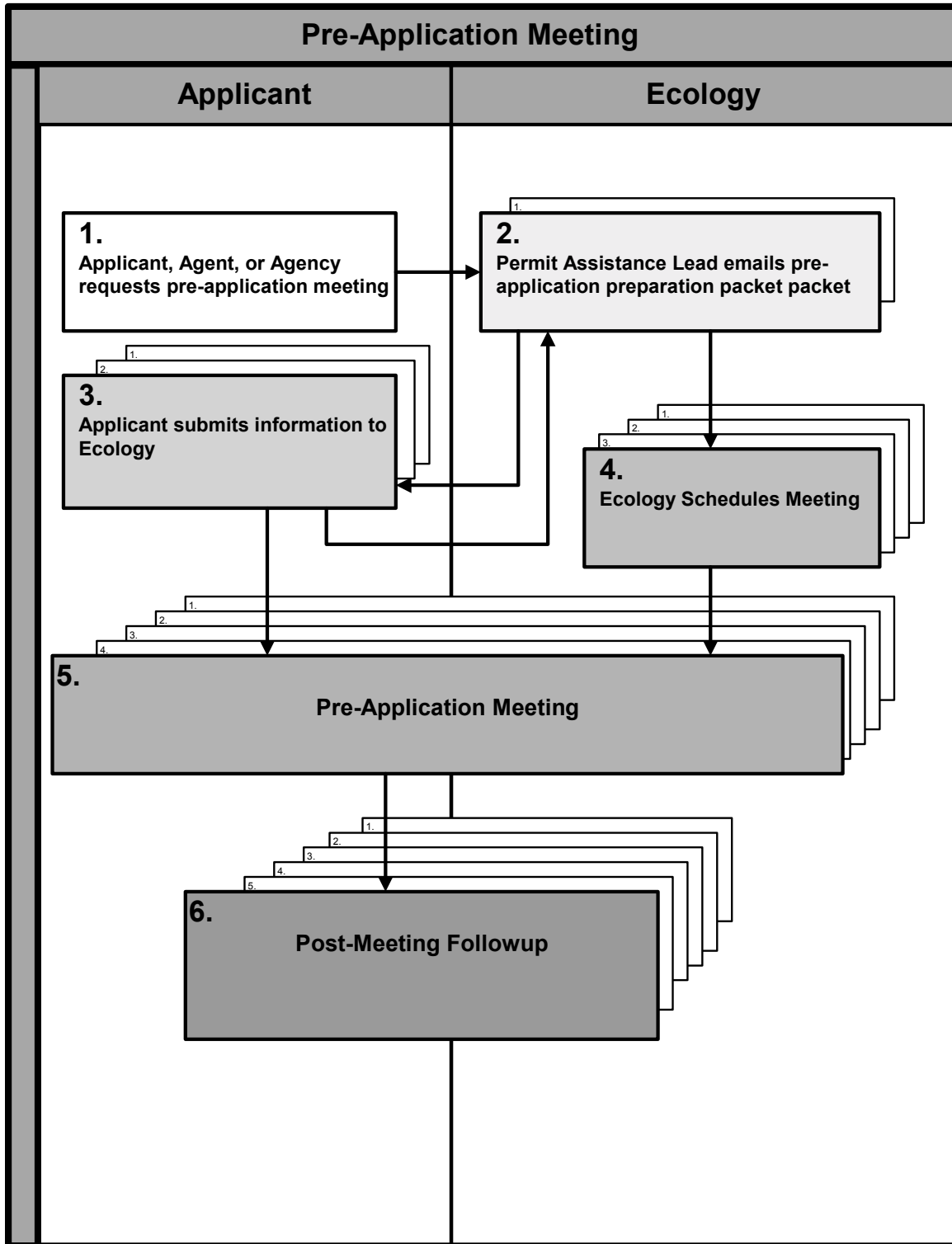
Statewide Contact:

Department of Ecology
Air Quality Program
300 Desmond Drive
PO Box 47600
Olympia, WA 98504-7600
Telephone: (360) 407-6800
Fax: (360) 407-6802

Introduction > Permit Handbook > Air Quality Permits > Air Operating Permit

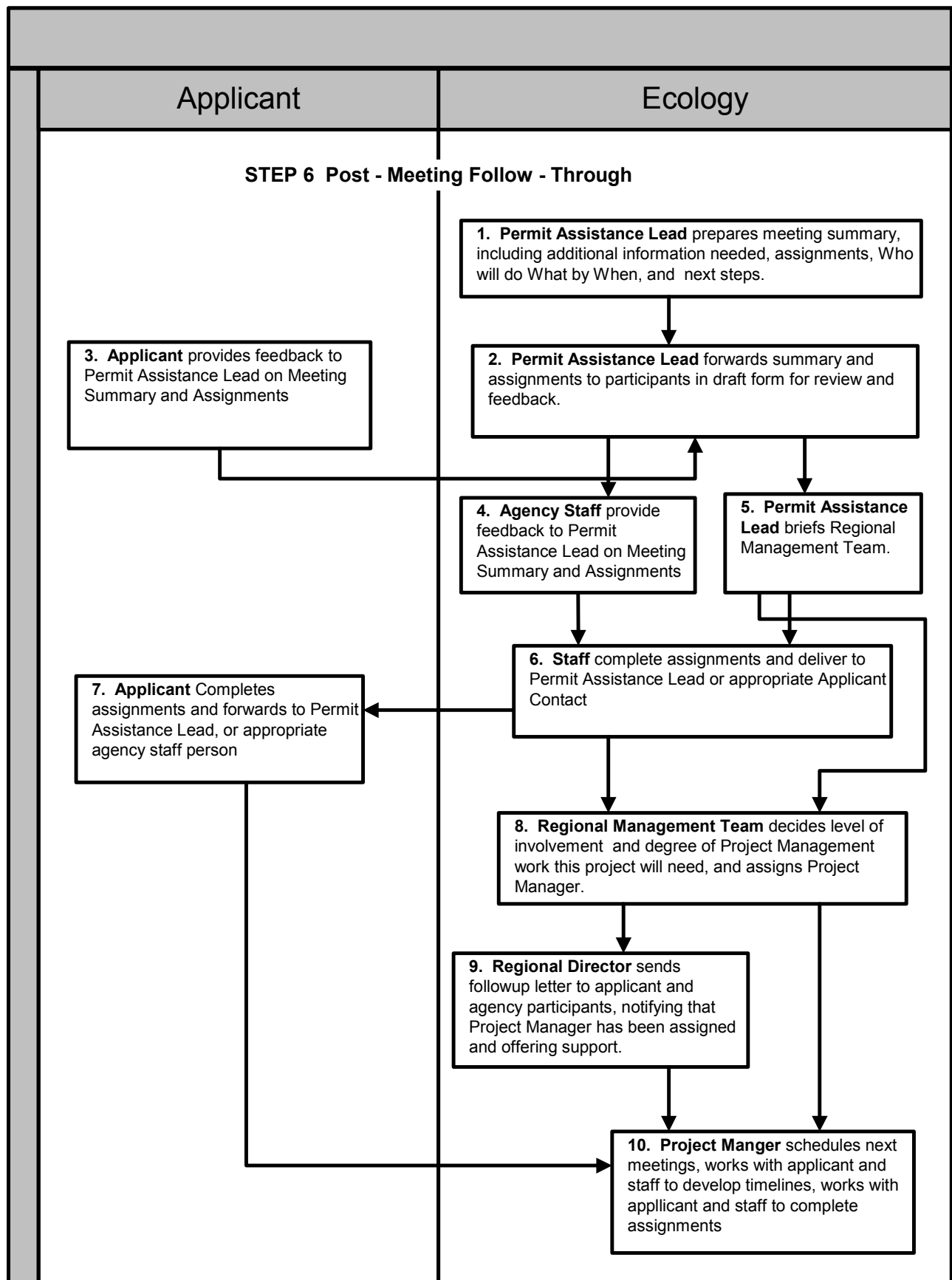
Appendix E

DRAFT Pre-Application Meeting Process Being Discussed with Ecology's Regulatory Performance Advisors Group



Applicant	Ecology
<p data-bbox="391 327 1218 359" style="text-align: center;">Step 1. Applicant or Ecology Requests Pre-Application Meeting</p> <div data-bbox="233 415 704 516"> <p>The Pre-Application Meeting process is designed for applicants who have information on project location, air, water, land and waste impacts.</p> </div> <div data-bbox="233 546 714 621"> <p>Ecology recommends applicants schedule Pre-Application meetings prior to beginning the SEPA process.</p> </div> <div data-bbox="233 651 729 726"> <p>Applicant should request pre-app meeting at least 2 weeks ahead so Ecology can identify and schedule staff to participate</p> </div> <hr data-bbox="253 940 748 949"/> <hr data-bbox="253 1444 748 1453"/>	
	<div data-bbox="833 415 1352 491"> <p>Ecology will request pre-app meeting when a project requires multiple permits from multiple programs or agencies.</p> </div> <div data-bbox="833 520 1398 726"> <p>Ecology will also arrange consultations for business, industry, agencies, or individuals who need preliminary information and have not committed to a project location or design. These consultations will necessarily be designed to provide more general and conceptual information regarding laws and regulations that may apply to a proposal.</p> </div> <div data-bbox="833 756 1398 882"> <p>Pre-Application meetings will not always involve all the permitting staff for a project. Some permits require on-going work between the applicant and the agency, that will require several meetings before the application is ready to submit.</p> </div> <hr data-bbox="824 940 1377 949"/> <p data-bbox="833 995 1382 1054" style="text-align: center;">Step 2. Permit Assistance Lead eMails Pre-Application Meeting Preparation Packet</p> <div data-bbox="824 1104 1373 1360"> <p>Pre-app packet asks applicant to provide, at least 1 week before meeting date, simple project information including water supply, wastewater disposal, air emissions, site challenges such as wetlands and other water bodies. Applicant can provide this information by completed or draft SEPA checklist, completed Business Investment Data Form, or Short Form used by Ecology. Or the JARPA, if you have completed it or are nearing completion.</p> </div> <hr data-bbox="824 1444 1377 1453"/>

Applicant	Ecology
<p>Step 3. Applicant Submits Information to Ecology</p> <p>Pre-app packet asks applicant to provide, at least 1 week before meeting date, simple project information including water supply, wastewater disposal, air emissions, site challenges such as wetlands and other water bodies. Applicant can provide this information by completed or draft SEPA checklist, completed Business Investment Data Form, or Short Form used by Ecology. Or the JARPA, if you have completed it or are nearing completion.</p> <hr/>	<p>Step 4. Ecology Schedules Meeting</p> <p>Permit Assistance Lead will identify the project lead/meeting facilitator, and invite appropriate program and other staff as required.</p> <hr/>
<p>Step 5. Pre-Application Meeting</p> <p>Applicant will bring:</p> <p>Any of the requested materials that were not provide prior to the meeting</p>	<p>Permit Assistance Lead will facilitate and record the meeting, or arrange for a facilitator and recorder.</p> <p>Permit staff will bring:</p> <ul style="list-style-type: none"> ▪ Permit application materials ▪ list and brief summary of each regulation ▪ conceptual timeline for each application
<p>The stated purpose of the meeting is to create a common understanding of:</p> <ul style="list-style-type: none"> ♦ The proposal; ♦ Necessary permits and approvals; ♦ Needed information and level of detail; ♦ Applicant's time and financial constraints; ♦ Need for and level of coordination and assistance required; ♦ Modifications that can be made that will reduce regulatory requirements and permits, and ♦ To identify any "fatal flaws" or challenges that can be avoided or mitigated to make the proposal move forward most expeditiously. <p>We will accomplish this by:</p> <ul style="list-style-type: none"> ♦ Developing conceptual time schedule for each permit ♦ Identifying and clarifying Roles, Responsibilities, and Expectations ♦ Leaving the meeting with clear tasks and understanding of Who is to do What by When, ♦ Clearly identifying the contact persons for each program area. 	



Appendix F

Regional Lead Assistance Staff

Spokane Regional Office
Office of Permit Assistance
Doug Jayne, 509/329-3460

Name of Project	Location of Project	Nature of Work	Economic Significance	Status of Project	Comments
Pend Oreille Mine	Metalline Falls, Pend Oreille County	Project coordinator for permitting	New major mine – approx. 168 jobs in one of most depressed counties in WA. Rural economic development	Environmental review done, In permitting process	Permits expected by summer ~'03; production 1 st qtr. '04; Excellent working relationship with company
Pacific Rim Ethanol Project	Moses Lake, Grant County	Project coordinator for permitting; coordinating SEPA with permitting	Major Ag related project; rural economic development; approx. 50 employees; 40 M gal./yr. renewable fuels plant will support 60,000 acres of wheat & 230,000 acres of barley	In environmental review & permitting	Excellent working relationship with company; trying to expedite permitting through close coordination with client and City of Moses Lake
Quincy Farm Chemical/ City of Quincy Compost	Quincy, Grant County	Project coordinator for permitting	Greatly expand capacity of existing municipal facility; will likely include biosolids from nearby towns, something Ecology SW is encouraging	Starting environmental review & permitting process	Project will begin to address SW issues that Ecology has for WA's central basin
Quincy Farm Chemical/ Smith Bros. Dairy – Anaerobic Digester Project	Royal City, Grant County	Providing information on project permitting and regulatory issues (project resource)	Would allow energy generation from manures. Reduction of odor and potential for water quality pollution; allow for future expansion of dairy	Feasibility study and fund raising to support proposal to Smith Bros. dairy	Project could provide relief to the dairy from the numerous complaints of odor
Grant County PUD – Anaerobic Digester Project	Grant County	Providing information on project permitting and regulatory issues	The anaerobic digester project most likely to move forward; could demonstrate feasibility of this type project to solve vexing statewide water quality and organic solid waste issues	Project in final feasibility; permits & SEPA issues identified but process not started	Affirmative decision by Grant County PUD this December could lead to permitting and construction startup by early next summer.

Grand Coulee-Bell BPA Transmission Line Project	Lincoln & Spokane Counties	Coordinated Shorelands input on Draft EIS; Advice on permitting	Allow BPA to eliminate E-W power transmission congestion, avoid risk of overloads and violation of industry safety and reliability standards	In environmental review (SEPA/NEPA)	Construction scheduled for January '03; completion projected for November '04
Sun Canyon Inc. Master Planned Resort	George, Grant County	Coordinating Ecology involvement, esp. Water Resources	Former Master Planned Resort; golf course condominiums	Owners applying to Grant Co. to restart project.	New EIS required; Ecology's initial issue - adequate water supply
Cedar Creek Dam Removal Project	Town of Ione, Pend Oreille County	Research & advice on permitting	Remove 90-yr. barrier to migration of endangered salmon and Bullhead trout; support rural communities	Environmental review, permitting and grant funding	ESA requirements with Corp 404 permit will be biggest time lag (8-12 months). Linked to watershed planning
West Plains Economic Development	Airway Heights, Spokane County	Advice on permitting and SEPA process; trying to promote environmentally sensitive development	Area selected for 60% of Spokane County's future industrial growth	Planning stage	Subarea plan and/or tax increment financing district and or regional drainage district being considered
Biodiesel Project	Spokane County	Advice on permitting and site selection	Support development of E-WA source for biodiesel, ag industry support for crop rotation alternatives and water quality improvement	Soliciting companies to construct plant ; no site yet selected; no project scoping done	Baker Commodities and Cenex Harvest States have expressed interest in constructing 8 million gallon facility locally grown crops.

**Lacey Regional Office
Office of Permit Assistance
Wendy Bolender, 360/407-6957**

Name of Project	Location of Project	Nature of Work	Economic Significance	Status of Project	Comments
Lake Tapps Water Supply Project	Pierce County	Project coordinator for Cost Recovery Contract and development of Report of Examination	Future of Puget Sound Energy's White River hydro-power facility, the maintenance of the lake as a recreational facility, and waterfront property for 2500 homeowners dependent on	Report of Examination due early 2003. Waiting for completion of SEPA review by Cascade Water Alliance	

Port of Grays Harbor Terminal 2 Bulk Loading Facility – Dredging and upland construction	Grays Harbor County	Project coordinator for permitting; coordinating SEPA with permitting. Writing 401 Certification	project. Major development for Port of Grays Harbor.	Local permits issued. Waiting for consultation with federal fish services, and Corps permit.	This is a very important project for the Port of Grays Harbor, and the local area. Permit coordination on this project logically evolved into me writing the 401 Certification.
Ocean Village at Salmon Berry Beach	Grays Harbor County	Project coordinator for permitting	Major residential and recreational development proposed for ocean coast in Grays Harbor County.	Starting environmental review & permitting process. Plan Pre-Application Meeting with all agencies mid-January 2003.	
Sierra Pacific Industries	Grays Harbor County	Project coordinator for permitting	Major industrial project; re-development of brownfields site; creation of several hundred jobs. Potential for company to develop additional facilities in WA State.	Wrapping up permitting. Working with company and consulting team to analyze what worked and didn't work on this project, and how to improve processes for future work.	
Mox-Chehalis Links Golf Course and Resort Project	Grays Harbor County	Project coordinator for permitting.	Major resort development.	Redesigning project. Expect local permit decisions in the next few weeks.	
Fred Hill Materials Gravel Extraction and Conveyor	Jefferson County	Project coordinator Coordinating permitting and technical assistance to Jefferson County for the Comprehensive Plan amendment and subsequent permitting for this proposal	Major industrial development for Jefferson County.	Going through local processes. Ecology is providing significant technical assistance to Jefferson County on hydrogeologic impacts of expansion of gravel extraction area.	Highly controversial because of impacts to shoreline area of Hood Canal.
Elwha River Restoration	Clallam County	Providing information on project permitting and regulatory issues. Working to help resolve water supply issues for the Lower Elwha Tribe and scoping for water supply project.	Construction projects and dam removal will span several years and generate numerous jobs.	Working through issues with local, state, and federal agencies and the Tribe regarding a new water supply to meet the needs of the community when existing water supplies are disrupted during dam removal.	
Port Of Port	Clallam County	Coordinating	Potential to bring	WSDOT needs	

Angeles WSDOT Graving Facility		communications in SWRO regarding a number of proposals and projects at the Port of Port Angeles.	over a number of new jobs to over several years to the Port Angeles area.	permits to be able to go to Ad 2/10/02.	
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Appendix G

Ecology Vision, Code of Conduct, and Service Expectations



Department of Ecology

Working with you

for a better Washington

Vision

The citizens of Washington trust that Department of Ecology employees will support and assist them in promoting the sustainable environmental and economic well-being of the state.

Code of Conduct

Department of Ecology employees:

- Treat our customers as partners and collaborators who are equally committed to a healthy, prosperous Washington.
- Perform our work in a helpful, friendly and positive manner.
- Communicate clearly, accurately, and in a timely manner.
- Listen carefully and engage in open, respectful, professional dialogue.
- Solve problems, consider different perspectives, and find new, creative ways to accomplish our work.
- Build and maintain cooperative relationships.
- Remain objective at all times and ensure that professional judgment, rather than personal opinion, influences our work.

Service Expectations

A message from the Director

Each and every contact we make with a citizen leaves an impression with that person. All citizens expect and are entitled to receive prompt and courteous service from Ecology employees. When we give citizens who call, write or visit us prompt and courteous service, it improves our image and ability to achieve our mission to protect, preserve and enhance Washington's environment.

Often we are faced with the daunting task of delivering a message that we know the citizen(s) will not favor. How we deliver that message is extremely critical to our success. The individual citizen can and does influence public opinion about our agency. For that reason, I am asking every Ecology employee to strive to meet the following goals for improving service to citizens.

Goals to improve service to citizens:

- All callers and visitors receive timely, courteous service.
- All letters are answered within fourteen days.

Citizens expect and are entitled to timely, courteous, and accurate service from state government workers. Ecology management has adopted the following customer service expectations for responding to:

- Telephone calls,
- Visits, and
- Correspondence.



Tom Fitzsimmons

Service Expectations

1. Voice Mail

All employees who have voice-mail on their phone are responsible for:

- Updating their personal greeting at least weekly.
- Responding to callers within 24 hours, when feasible.
- Periodically checking to make sure their phone transfers to the correct person when a caller selects "0."

2. Calendars

- All employees are responsible for giving their program or office receptionist their weekly calendar, either:
 - Electronically, or
 - Printed copy.

3. Back-up Expertise

- All employees are responsible for designating a back-up person who could help callers and visitors when they are out of the office.

4. Correspondence

- All employees are expected to respond to written correspondence within 14 days of receipt of a letter.

Appendix H

Ecology Permit Customer Survey



SURVEY OF PERMIT CUSTOMERS for the Department of Ecology August 2002

P.O. Box 609
Olympia, WA 98507
Project Code 455

(360)902-1940
FAX: 800-265-6275

Dear Permit Customer:

The Department of Ecology is changing the way we do our permitting work and we need your help. Your personal experience and perspective in working with Ecology provides you with a unique opportunity to tell us how we are doing and what improvements you would like to see. Your opinion of how well we deliver our permitting services will help us assist you in promoting the environment and economic well-being of the state.

We have contracted with the Washington Agricultural Statistics Service (WASS) to independently collect this customer service data for us. All individual data will be kept confidential. Will you please take the time to tell them how we can improve our permitting services? We will summarize the data and send the survey results to you this fall, along with the improvement actions we will take as a result of what you have told us. The results will also be available on our Internet homepage at www.ecy.wa.gov/.

I know you are very busy, so thank you in advance for responding to our survey.

Sincerely,

Tom Fitzsimmons
Director, Department of Ecology

Douglas A. Hasslen
State Statistician

GENERAL INFORMATION:

1. Have you applied for a permit from the Department of Ecology within the past: **(Check all that apply.)**

001 () 1 to 12 months 003 () Longer than 24 months
002 () 12 to 24 months 004 () Never. Please stop here and return the survey.

2. Which Ecology permit did you apply for? **(Check only one box.)**

If you applied for more than one Ecology permit, please reproduce this survey and complete a separate survey for each permit.

Water Quality:

- 021 ☐ State Waste Discharge Permit
022 ☐ National Pollutant Discharge Elimination System (NPDES Individual Permit)
023 ☐ NPDES General Permit (Storm water, Dairy, Sand and Gravel, Finfish, Boat Yard, Crop preparation)

Water Rights:

- 031 ☐ New Permit
032 ☐ Transfer or Change Permit

Shoreline:

- 041 ☐ Coastal Zone Management Permit
042 ☐ Conditional Use or Variance Permit

401 Certification:

- 051 ☐ Nationwide 401 Permit
052 ☐ Individual 401 Permit

Other: _____

Air Quality:

- 071 ☐ Agriculture or Outdoor Burning
072 ☐ Air Operating Permit
073 ☐ New Source Review Permit (Notice of Construction Significant Deterioration, or Temporary Source)

Dangerous Waste:

- 081 ☐ New Dangerous Waste Permit
082 ☐ Modification or Renewal Permit

Dam Safety:

- 061 ☐ Dam Safety Permit

Solid Waste:

- 091 ☐ Biosolids Permit

3. Please check if your facility is either:

- 011 () Pulp and Paper, Oil Refining or Aluminum Smelting (Industrial Section Permit)
 012 () Hanford Nuclear Reservation or Associated Contractors
 013 () Neither

4. In which county is the facility or site for the permit application located?
 (List County Name) _____

400

5. Was your application for a permit:

- 501 () Approved, permit issued (including conditionally approved)
 502 () Withdrawn by you
 503 () Denied
 504 () Pending decision
 505 () Other _____

PROMPTNESS:

How long does it usually take Ecology staff to respond to you?

How long does it usually take Ecology staff to respond to?	Within 1 Day	Within 1 Week	2-4 Weeks	Longer than 4 Weeks	Does Not Apply	Is this response time satisfactory? (Check One)	
	(Check One)					YES	NO
6. Your phone call?	601	602	603	604	605	606	607
7. Your email?	701	702	703	704	705	706	707
8. Your letter?	801	802	803	804	805	806	807
9. The materials you requested?	901	902	903	904	905	906	907

CUSTOMER SERVICE:

Please indicate the extent to which you agree or disagree with the following statements.
 (Circle a number for each question.)

COMMUNICATIONS The Ecology staff:	Strongly Disagree	Disagree	Agree	Strongly Agree	Does Not Apply
10. Were helpful. 100	1	2	3	4	5
11. Were friendly 110	1	2	3	4	5
12. Listened to me 120	1	2	3	4	5
13. Used professional judgment rather than personal opinion to influence their work 130	1	2	3	4	5

BUSINESS RELATIONSHIP:

Please indicate the extent to which you agree or disagree with the following statements.
(Circle a number.)

Ecology staff:	Strongly Disagree	Disagree	Agree	Strongly Agree	Does Not Apply
14. Communicated information clearly. 140	1	2	3	4	5
15. Viewed me as a partner who is equally committed to a healthy environment 150	1	2	3	4	5
16. Worked to build a cooperative relationship 160	1	2	3	4	5
17. Worked with me to find innovative ways to solve problems 170	1	2	3	4	5

PERMIT PROCESS:

Please indicate the extent to which you agree or disagree with the following statements.
(Circle a number for each question.)

Ecology Staff:	Strongly Disagree	Disagree	Agree	Strongly Agree	Does Not Apply
18. Informed me about what was needed to submit a complete permit application. 180	1	2	3	4	5
19. Were able to answer my questions about the permitting process 190	1	2	3	4	5
20. Informed me about how long it would take to get a permit decision. 200	1	2	3	4	5

The Permit:	Strongly Disagree	Disagree	Agree	Strongly Agree	Does Not Apply
21. Forms were easy to use. 210	1	2	3	4	5
22. Application guidance was clear 220	1	2	3	4	5
23. Environment standards were clear 230	1	2	3	4	5
24. Decision was timely. 240	1	2	3	4	5
25. Decision was clear 250	1	2	3	4	5

ECONOMIC COMPETITIVENESS

Please indicate the extent to which you agree or disagree with the following statements.
(Circle a number for each question.)

The Permit:	Strongly Disagree	Disagree	Agree	Strongly Agree	Does Not Apply
26. Conditions did not put my company at an economic disadvantage. 260	1	2	3	4	5
27. Timeliness did not create an economic burden for my company 270	1	2	3	4	5
28. Reporting is not overly burdensome 280	1	2	3	4	5
29. Resulted in benefits to the environment. 290	1	2	3	4	5

30. Please describe the most positive aspect of your permitting experience.

31. Please describe the most negative aspect of your permitting process.

32. Is there anything else you would like to tell us about Ecology's permit services?

33. Would you be interested in participating in a case study of your permit experience?
The case study would illustrate what is working and what needs improvement.

331 Yes ☐ 332 No ☐

If yes, please provide the following information:

Name:	Organization:
Address:	Telephone Number:
Town/City:	
State:	Zip Code:

Thank You. Please return your completed survey in the envelope provided.

Appendix I

Office of Permit Assistance Permit Process Time Savers

- **Act early.** It takes time to complete environmental review and obtain permits for a project. Contact agency staff early, while you are in the project planning phase and before you have made a large investment in property, time or project design. Do this to identify what will need to be factored into the planning and permitting process. Consulting with agencies early during the planning stage saves time in the long run and can decrease project costs by eliminating costly changes. What you learn may change your selection of a site or the scope of your project. The Office of Permit Assistance can help you.
- **Fully explain current and future plans.** When consulting with agency staff, be as precise and detailed about current and future plans as possible. The staff can best assist you in identifying required permits and development options if you provide complete information. Complex projects that involved several agencies can take more time. Explaining your project to staff from many agencies at the same time allows those agencies to work cooperatively with a common understanding of the project. Office of Permit Assistance staff can assist you to bring together all the agencies involved with your proposal.
- **Know the players.** You should find out what agencies and permits may be involved, time frames, costs, and the information you will need for permit approval. Office of Permit Assistance staff can work with you to identify this information. You can save considerable time in the long run by identifying early on the crucial permits that will require the longest lead time.
- **File complete applications.** Include a complete and accurate project description with your permit applications. Submitting incomplete information will increase the processing time. You should ask questions rather than guessing or omitting information. Agency staff can help you understand the information needed. Some projects require engineering studies, legal descriptions, archaeological or botanical surveys, or other reports or determinations to be prepared by licensed or professional consultants. The Office of Permit Assistance can help you understand agency needs.
- **Portray the project as part of the community.** When designing a project, preparing an application, or speaking at a public hearing, the applicant should clearly portray how the project will affect the local community. It is advisable to meet with neighbors early in the process. Aligning the project with interests of the community enhances acceptance of the project and can reduce the processing time for some permits by reducing lengthy debate and appeals.

- **Be proactive.** It is in your best interest to know the rules and periodically check the status of the application. Responding promptly to requests for information will keep the application moving. Follow-up meetings can always be arranged to clarify any issues that arise. You should carefully read all notices, staff reports and correspondence, and ask questions when in doubt.
- **Be flexible.** Agencies may ask you to consider making changes to the project to reduce environmental effects. If you are willing and able to consider alternatives to accomplish your project goals that also reflect agency or public viewpoints expressed during the public process, you may be able to reduce costly mitigation or time delays.
- **Walk in the other person's shoes.** Often we don't speak the same language or have the same goals. It helps when we all work to understand each other's priorities and needs. Be patient, open and build trust. Recognize that the applicant and the permit agency will have an ongoing relationship after the permit is granted. Treating one another professionally and courteously can go a long way to moving the project forward smoothly.
- **Contact the Office of Permit Assistance.** The Office of Permit Assistance provides a single point of contact to get you started in the permitting process. For more information:

<http://www.ecy.wa.gov/programs/sea/pac>
800-917-004 (toll free)
360/ 407-7037 (local)
e-mail: ecypac@ecy.wa.gov

September 10, 2002

Appendix J

Working with Business Success Stories

Four-week turnaround on Pier 90 permit in Seattle.

Ecology issued a 401 water-quality certification and Coastal Zone Management Consistency Determination to the Port of Seattle on July 12, 2002, just a month after the application was filed.

The certification allows the Port to rebuild the deteriorating Pier 90 at Terminal 91, which will be used as an interim docking facility for Princess Cruise Line and Holland America, beginning in April 2003. The project involves removing nearly 6,000 creosote-treated wood piles and replacing them with 1,250 concrete piles -- which ultimately will be better for the environment. The Port requested an expedited certification due to the need to begin construction this summer. Although Ecology staff were already fully occupied with other priority 401 permit work, they were able to temporarily redirect senior staff to help with the certification and reach a timely decision.

Innovative “phased” permitting used for Hanford vitrification plant.

Traditionally, an entire facility must be designed and receive all of its permits before construction may begin. But since the Hanford vitrification plant has been plagued by delays at the federal level, Ecology wanted to make sure that nothing at the state level stood in the way of getting this important facility under way. In an innovative move, the department issued a dangerous-waste permit and two air-quality permits for the plant in phases -- allowing construction of the basement floor and walls to start while design work on other parts of the plant was still being completed. The permits will continue to be issued in phases as additional design work is finished. As a result, construction on the plant began almost six months ahead of the deadline called for in the Hanford Tri-Party Agreement.

Innovative thinking by Ecology staff helped two companies move ahead with their project.

In May 2002, Ecology issued a sand-and-gravel “general permit” to the Cadman Company for the Cadman and Weyerhaeuser Gravel project at North Bend. The proposed project posed significant water-quality concerns and initially did not qualify for a general permit (instead, it would have required an individually tailored permit, which takes more time and expense). Ecology staff provided ideas for revising the project in a way that would result in less environmental harm at the site and, thus, would qualify the project for coverage under the general permit. The companies chose the new path presented by the Ecology staff. Without their creative suggestions, the companies said the project might not have been economically viable due to the timing requirements around the individual permit. Both companies were pleased with the service provided, all of which occurred while under intense public scrutiny. In the end, the community groups indicated appreciation for the thorough and thoughtful job by Ecology staff.

Ecology issues air permit on Saturday to accommodate business' needs.

On June 15, 2002, Ecology issued a “notice of construction” air-quality permit to Specialty Chemical Products LLC for a pilot plant to investigate the production of amorphous silica and other products. If investigations conducted at the pilot plant are successful, Specialty Chemical Products hopes to build a production-scale plant (adding more jobs to the community). The public-comment period lasted through Friday, June 14, and the applicant had asked permission to run the next day to take advantage of an expert from Florida who was onsite for a limited time – so we issued the permit on Saturday to accommodate the company’s need.

Ecology alters permit process to aid a small business.

West Winds Concrete and Gravel operated a concrete batch plant in Goldendale under a temporary air-quality permit and applied for a permanent air-quality permit. Ecology deferred working on the permanent permit to concentrate on higher-priority projects during the energy crunch, and then returned to working on the application in March 2002. By coincidence, Ecology's draft permit arrived just as the small-business owner was about to complete the sale of the concrete business. Our action made it clear to the prospective buyer that permitting had not been completed. The business owner was not pleased, arguing that the small business was about to lose its sale through no fault of its own. Ecology expedited the permit processing by discussing permit conditions with both the current owner and prospective buyer, then issued a permit approval at the same time as Ecology published public notice (rather than having the applicant publish the notice and waiting 30 days, as is our normal practice). As a result, the sale was completed.

Quick air permit for dam repairs.

Four years ago, it was discovered that Keechelus Dam (along I-90) contains cavities that need repaired. The repairs would entail a combination of activities that could affect air quality. The federal Bureau of Reclamation took four years to hire a company to make the repairs, and Ecology took just five weeks to issue the necessary air permit -- for emission sources we had not dealt with before.

Fast turnaround for Safeway/Boeing permits.

Safeway wanted to purchase property from Boeing in Renton to build a major distribution center. To complete the transaction, some toxic cleanup needed to be completed and several environmental permits obtained (two types of stormwater permits and a sand-&-gravel permit). The real-estate transaction would not be completed unless and until the permits were secured. Ecology first met with the parties in early June 2002, and the permits were issued by the end of July, which included the required 30-day public-comment period. Ground-breaking was planned for the end of September 2002.

Permits for Boeing Sonic Cruiser will “fly” through the process.

If Washington is chosen for Boeing’s new Sonic Cruiser, the Port of Everett will need to build a new pier for handling oversized packages being shipped into the new plant. The port and Department of Ecology officials met in the summer of 2002 to discuss

what the permit needs will be, so the department will be ready to expedite the permits when the time comes.

PSD applications.

In the last six months, we have worked to streamline our internal permitting processes to improve our overall efficiency in reviewing applications. We are also adjusting the content of our PSD pre-application meetings to better focus the applicant's efforts on the information we most need to determine the application complete. By educating the applicants and their consultants, we hope to get better and more complete applications the first time, rather than the seemingly interminable round of submittals and incompleteness letters.

We made a presentation at the recent Air and Waste Management Association-Pacific Northwest International Section's annual conference regarding how applicants and their consultants can better prepare their application materials to reduce the time needed to make the applications "complete" and start the formal approval process.

We also are better tracking the status of permit applications and are developing a computerized system to allow staff and management to track the status of individual permit applications and improve the efficiency of the overall process.

Moving to performance-based standards.

The Tacoma Steam Plant is unable to meet the prescriptive operational requirements of our Solid Waste Incinerator rule. We are working with EPA, Tacoma, other solid-waste incinerator facilities and the Puget Sound Clean Air Agency to change our rule to a performance-based standard that gives facilities more flexibility in how they meet the standards, which in some cases will enable them to save money.

Biodiesel.

the Toxics Reduction staff in Ecology's Northwest Region coordinated and co-hosted Biodiesel Roundtable II with EPA-Region X and the U.S. Navy for more than 80 participants from federal, state, and local government and the private sector on November 21, 2002 (the first roundtable was held in February 2002). This meeting gathered existing and potential biodiesel producers/suppliers, consumers, consultants, and other interested parties to hear about a recently released emission study from the EPA, case studies on use and production, and biodiesel supply issues in Washington. Participants from Oregon and Idaho were also present to offer case studies and experience.

- Suppliers/distributors included World Energy Alternatives, GSA, Hydrotex Partners, PetroCard, Pacific Northwest Energy, Sound Biodiesel, Inc., and SeSequential Biofuels.
- A potential producer/supplier included Go Green Industries, Inc.
- Current consumers included Mt. Rainier National Park (National Park Service), Manchester Fuel Depot, Tacoma Public Utilities, Spokane County Conservation District, ENFESC, Multnomah County Fleet Operations in Oregon, and Idaho Department of Water Resources.

- Potential consumers included WSDOT State Ferries, Port of Seattle, Puget Sound Naval Shipyard, Navy, McChord Air Force Base, Fort Lewis, University of Washington, Public Works, USDOE, Institute for Environmental Research and Education, and Engineering Field Activity Northwest.
- Washington state agriculture is linked to the biodiesel industry growth through the biodiesel crops (canola, rape seed and mustard seed) grown to produce fuel. There is a Russian mustard seed that is so potent that the chaff left after crushing to express the oil can be used in place of crop burning with the same effect. The seed chaff is being considered for use as a natural pesticide for compliance with organic farming criteria.
- Currently, 30,000 acres of biodiesel crops are under cultivation in Eastern Washington.
- The potential consumers outnumber the current consumers. This dramatic increase in demand will be backed up by producers/suppliers as long as regulatory challenges can be resolved. The diversity of biodiesel makes it appealing for all businesses. EPA regulations are targeted toward big businesses, making it beneficial for small or local companies. The meeting was reported on by the Daily Journal of Commerce, the Navy Times and the Biobased Information System. Ecology received impressive survey results from participants and requests for another roundtable.

Cleaner Production Challenge.

Ecology launched a new non-enforcement, sector-based technical assistance initiative in June 2001 called the Cleaner Production Challenge (CPC), to help the metal-finishing, aerospace-parts, and circuit-board manufacturing sectors reduce their hazardous waste, waste waters and energy costs. Prior to launch, site assessments were conducted to determine facilities' greatest needs and priorities. Out of 74 eligible facilities, 45 have pledged to reduce their wastes by 10 to 25 percent by 2004. Another 17 have tentatively signed on.

Endorsements for the CPC were secured from:

- ◆ Industry/associations:
 - The Boeing Company
 - The Seattle-Puget Sound Branch of the American Electroplaters and Surface Finishers Society
 - The Washington State Association of Metal Finishers
- ◆ Government:
 - The United States Environmental Protection Agency Region 10
 - The Pacific Northwest Clean Water Association
- ◆ Non-profit:
 - The Pollution Prevention Resource Center

With help from EPA grants, Toxics Reduction staff and endorsers conducted two workshops – basic techniques in May and advanced in November – covering technologies and manufacturing/maintenance processes to help them achieve their reduction goals. Personnel from Privately Owned Treatment Works (POTW) earned

continuing-education units for certification. Evaluations from the workshops gave Ecology and partners high marks for content; 150 people attended the two workshops.

With the downturn in the economy, facilities are looking for ways to reduce production costs through fewer materials, water and energy conservation, as well as hazardous-waste reduction and associated management costs. By implementing techniques learned in the first workshop, several facilities report having already met their pledged reduction goals.

Initiating “Beyond Waste” outreach effort.

Ecology is presently developing long-range solid- and hazardous-waste state plans. After soliciting ideas and comment from the public, the vision for these plans is proposed as follows: “We can transition to a society where wastes are viewed as inefficient and most wastes are eliminated. This will contribute to economic, environmental, and social vitality.” Over the next year, Ecology will be gathering feedback on how to reach this proposed vision. Ecology views the comments, advice and opinions of those external to Ecology as crucial to developing these two state plans.

Water-resource permitting.

From July through September 2002, Ecology’s Water Resources Program processed 112 requests for water-right changes, thereby trimming the backlog of 2,000 change applications that were filed before 2001 by nearly one-third. Since legislation provided the department with more funding and greater flexibility to process water-right change applications beginning July 2001, Ecology has processed 568 change requests across the state. The department’s water resources program recently negotiated a settlement with the city of Yakima regarding the city’s water right, assuring Yakima the water it needs for sustainable growth while simultaneously protecting area natural resources. Since March, the agency has provided more than \$90,000 to farmers, irrigation districts, municipalities and other water-right holders to purchase, install and calibrate water measuring devices. Ecology is currently working with several irrigation districts in southeast Washington to provide another \$1 million in metering funding. Ecology has been actively working with others to identify and solve issues surrounding municipal water rights and exempt groundwater withdrawals. Finally, the department has significantly upgraded the ease to which water resources information is available to businesses and the public on the Internet, including providing a searchable database of digitally-scanned well-drilling permits.

NOTE: Of the 112 water-right change requests processed between July and September 2002, 62 were approved, 15 denied and another 35 were withdrawn by applicants. Ecology also processed 54 applications for new water rights, approving approximately 16 percent.

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Appendix K

Ecology Timeliness Performance Measures

Prevention of Significant Deterioration - New Source Review for major new sources, modifications.

- ◆ Ecology reviews PSD permit applications for completeness within 30 days of receiving them. (WAC 173-400).
- ◆ Ecology proposes NOC permit decisions for public comment within 60 days of receiving a complete application. (WAC 173-400-110(3)(a)). (There is some contradiction on required timing. Federal regulations set time limit at one year).
- ◆ Ecology issues final PSD permit determinations 120 days after the public comment period closes. (This is not a regulatory requirement, but obviously the end product that the customer wishes to obtain, so we set a goal.).
- ◆ Ecology tracks trends -- total time from PSD application in to final decision out.

Notice of Construction – New-source review for minor new sources, modifications.

- ◆ Ecology reviews NOC permit applications for completeness within 30 days of receiving them. (WAC 173-400).
- ◆ Ecology proposes NOC permit decisions for public comment within 60 days of receiving a complete application. (WAC 173-400).
- ◆ Ecology issues final NOC permit determinations within 60 days after the public comment period closes. (This is not a regulatory requirement, but obviously the end product that the customer wishes to obtain, so we set a goal.).
- ◆ Ecology tracks trends -- total time from NOC application in to final decision out.

Air Operating Permit - conditions of operation for existing major sources.

- ◆ Ecology makes completeness determinations on initial and renewal AOP applications within 60 days of receiving them. (WAC 173-401-700(6)).
- ◆ Ecology issues draft AOP permit or notice of intent to deny within 180 days of receiving a complete initial or renewal application. (WAC 173-401-700(7)).

- ♦ Ecology takes final action on initial or renewal AOP permits within 18 months of receiving a complete application. (WAC 173-401-700(2)).
- ♦ Ecology tracks trends -- total time from initial or renewal AOP application in to final permit decision out.

Shoreline Management Permits.

- ♦ Substantial Development Permits (SDPs) — We will notify local governments and applicants of SDP filing dates within seven calendar days of receiving the permit.
- ♦ Conditional-Use Permits (CUP's) and Variances — We will notify applicants and local governments of incomplete permit submittals within 14 calendar days of receiving their permit application.
- ♦ CUP and Variance Permit Decisions — We will send CUP and Variance permit decisions to local governments and applicants within 30 calendar days of receiving a complete submittal.

Coastal Zone Management Act Consistency Determinations.

- ♦ Consistency Determinations not involving an Army Corps of Engineers 404 Permit and state 401 Water Quality Certification will be acted on within 30 calendar days of receiving notice.

401 Water Quality Certifications.

- ♦ 90 percent of the projects needing an individual 401 Water Quality Certification will be acted on within 90 days of receiving a reviewable application, unless the applicant requests more time.

Individual State and NPDES Permits — The permitting process flow is shown in Attachment A for new NPDES Permits and Attachment B for new state permits.

- ♦ Measure 1: Ecology will respond to applicants, in writing, within 60 days of receiving an application. The response will either deem the application complete or will itemize what is needed to make the application complete. [Target = Response provided to 90 percent of new applications received after 11/01/02.]
- ♦ Measure 2: Ecology will work with applicants to develop a permit issuance schedule that recognizes the applicant's business needs. [Target = Schedule established for 80 percent of new applications received after November 1, 2002.]

General Permits — The permitting process flow is shown in Attachment C for new General Permits.

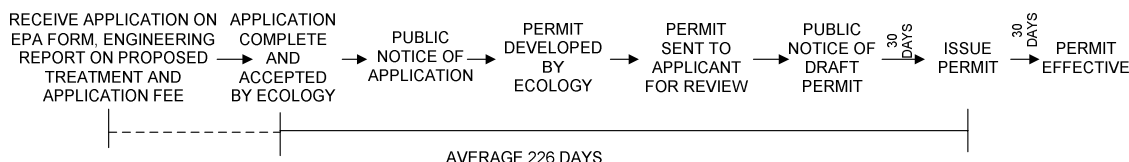
- ♦ Measure 3: Ecology will process new applications for coverage under the Industrial Stormwater General Permit within 45 days of receiving an applicant's complete Notice of Intent. Processing will be considered complete once an

applicant receives notice of coverage or denial. [Target = Decision made within 45 days on 90 percent of new applications received after July 1, 2003.]

- ◆ Measure 4: Ecology will process new applications for coverage under the Construction Stormwater General Permit within 45 days of receiving an applicant's complete Notice of Intent. Processing will be considered complete once an applicant receives notice of coverage or denial. [Target = Decision made within 45 days on 90 percent of new applications received after July 1, 2004.]

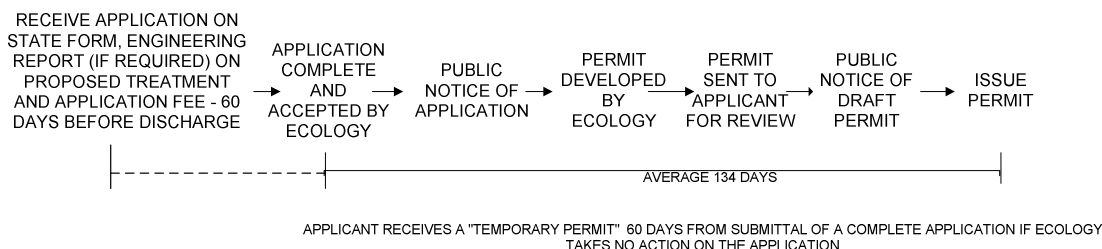
◆ Attachment A

NPDES WASTEWATER DISCHARGE PERMIT FOR NEW DISCHARGER

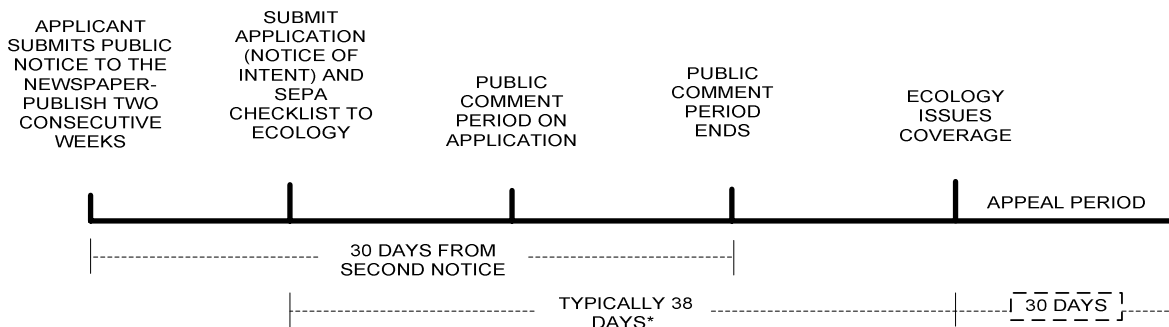


◆ Attachment B

NEW STATE WASTEWATER DISCHARGE PERMIT (DISCHARGE TO GROUNDWATER OR INDUSTRIAL DISCHARGE TO MUNICIPAL WASTEWATER TREATMENT PLANT)



◆ Attachment C



*BASED ON INDUSTRIAL STORMWATER COVERAGE

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Appendix L

Ecology's Cost-Reimbursement/Outsourcing Program

I. Cost-Reimbursement Authority

Developers with large, complex projects may elect to speed up state permit review, if they help to pay the costs. Under Chapter 251, laws of 2000, voluntary cost-reimbursement agreements may be negotiated among applicants of "complex projects" and the departments of Ecology, Fish and Wildlife, Health, Natural Resources, and the state's local air-pollution control authorities. Complex projects are those requiring an environmental impact statement (EIS) under the State Environmental Policy Act. Additionally, applicants seeking state water rights may use the new law to help speed the decision-making process for water rights.

Under the terms of a cost-reimbursement agreement, an applicant agrees to pay the costs to an agency of expediting the permit decision-making process. Agencies are to look to independent consultants to do much of the work (e.g., permit coordination, environmental review, application review, technical studies, and permit processing). Agencies and applicants may additionally negotiate reimbursement of agency costs for reviewing consultant work, as well as for having the agency do the work itself when an independent consultant is not available. The new law specifies that final decisions are to be made by the agency rather than the consultant.

Cost-reimbursement is a way to bring new capacity to agencies and to address the demands of large, complex projects under agency oversight.

Highlights

- For complex projects (i.e., EIS projects).
- For any projects requiring water rights.
- Use consultants.
- Recover full costs.
- Intent is to not affect existing workload.

II. Department of Ecology's Use of Cost-Reimbursement Authority

- ✓ Ecology has entered into 18 cost-reimbursement agreements seeking water rights.
- ✓ Ecology has developed a pool of water-right-processing consultants from which consultants are used on a task basis for cost-reimbursement projects.
- ✓ Ecology permitting staff oversee consultant products (i.e., review and approve).
- ✓ Ecology makes all final decisions (i.e., consultant works for Ecology).
- ✓ Expedited decision-making on water rights is occurring, in spite of budget/staffing shortfalls at Ecology.

III. For More Information

Questions and requests for additional information should be directed to Scott Boettcher at 360-407-7564 or sboe461@ecy.wa.gov.

IV. Cost-Reimbursement/Outsourcing Projects

DONE:	<u>Decisions</u>	<u>Backfill</u>
♦ Mint Farm (9E54)		
♦ Port of Longview (9E55)	14	(4)
♦ Weyerhaeuser (9E67)		
♦ Port of Kalama (9E79)	2	
♦ Teronda West (9E56)	1	
♦ PIPWA (9E57)	1	
♦ Sandy Hook (9E963)	1	
♦ Bear Mountain (9E59)	3	(11 proof exams)
♦ Mountain Star Resort #1 (9E53)	22	(125 proof exams)
♦ Mountain Star Resort #2 (9E68)	<u>2</u>	
Total →	50	and 136 proof exams

ON-GOING:	~ Decisions	Backfill
♦ Lake Tapps (9E52)	27	(6)
♦ Mason PUD No. 1 (9E72)	2	
♦ Westport (9E75)	5	
♦ Beverly Beach (9E81)	???	
♦ Port Gamble (9E82)	2	
♦ Eagle Lake (9E87)	1 to 3	
♦ Morningtide LLC (9E88)	1	
♦ Ocean Spray (9E89)	1	

IN THE QUEUE:	~ Decisions	Backfill
♦ Battelle	???	
♦ Beacon Point	???	
♦ Bertelson	6	
♦ Black Bear/Nordstrom	4	
♦ Colony Surf	???	
♦ Dick Erwin (Jill Walsh Referral)	???	
♦ Gary & Linda Lavine	1 to 9	
♦ Jefferson PUD	???	
♦ Lake Cushman Maintenance	???	
♦ McCormick Woods/Port Orchard	6	
♦ Mossyrock	???	
♦ North Bend	???	
♦ Puyallup	1	
♦ Skamania Landing	???	
♦ Taylor United	???	

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Appendix M

Ecology's Regulatory Performance Advisors Group

Members					
Representing	Organization	Name	Address	Phone	FAX
Business	Foster, Pepper & Shefelman	Joseph Brogan	1111 – 3 rd Avenue Suite 3400 Seattle, WA 98101-3299	206/447-6407 800-995-5902	206/749-1935
	Washington Roundtable	Phil Bussey	520 Pike Street Suite 1212 Seattle, WA 98101-4001	206/623-0180	206/623-6576
	Association of Washington Business	Grant Nelson	PO Box 658 Olympia, WA 98507-0658	360/943-1600	360/943-5811
Alcoa	alternate for Grant Nelson	Al Piecka	6200 Malaga-Alcoa Hwy Malaga, WA 98828	509/663-9273	509/663-9399
Forest Products	Washington Forest Protection Assoc.	Bill Wilkerson	724 Columbia Street NW Suite 250 Olympia, WA 98501	360/352-1500	360/352-4621
	Port Townsend Paper	Eveleen Muchlethaler	PO Box 3170 100 Mill Road Port Townsend, WA 98368	360/379-2112	360/379-2097
Aerospace	Boeing	Kirk Thomson	PO Box 3707 MC7A-XE Seattle, WA 98124-2207	425/865-6709	425/865-6608
WA Environmental Council	Brown Reavis & Manning PLLC	Rod Brown	1201 Third Avenue Seattle, WA 98101	206/292-2605	
Local Government	Snohomish County	Steve Holt	3000 Rockefeller Avenue MS: 407 Everett, WA 98201	425/388-3123	425/388-3434
	City of Seattle	Chuck Clarke	Dexter Horton Bldg. 710 Second Ave. Seattle, WA	206/684-5851	206/684-4631

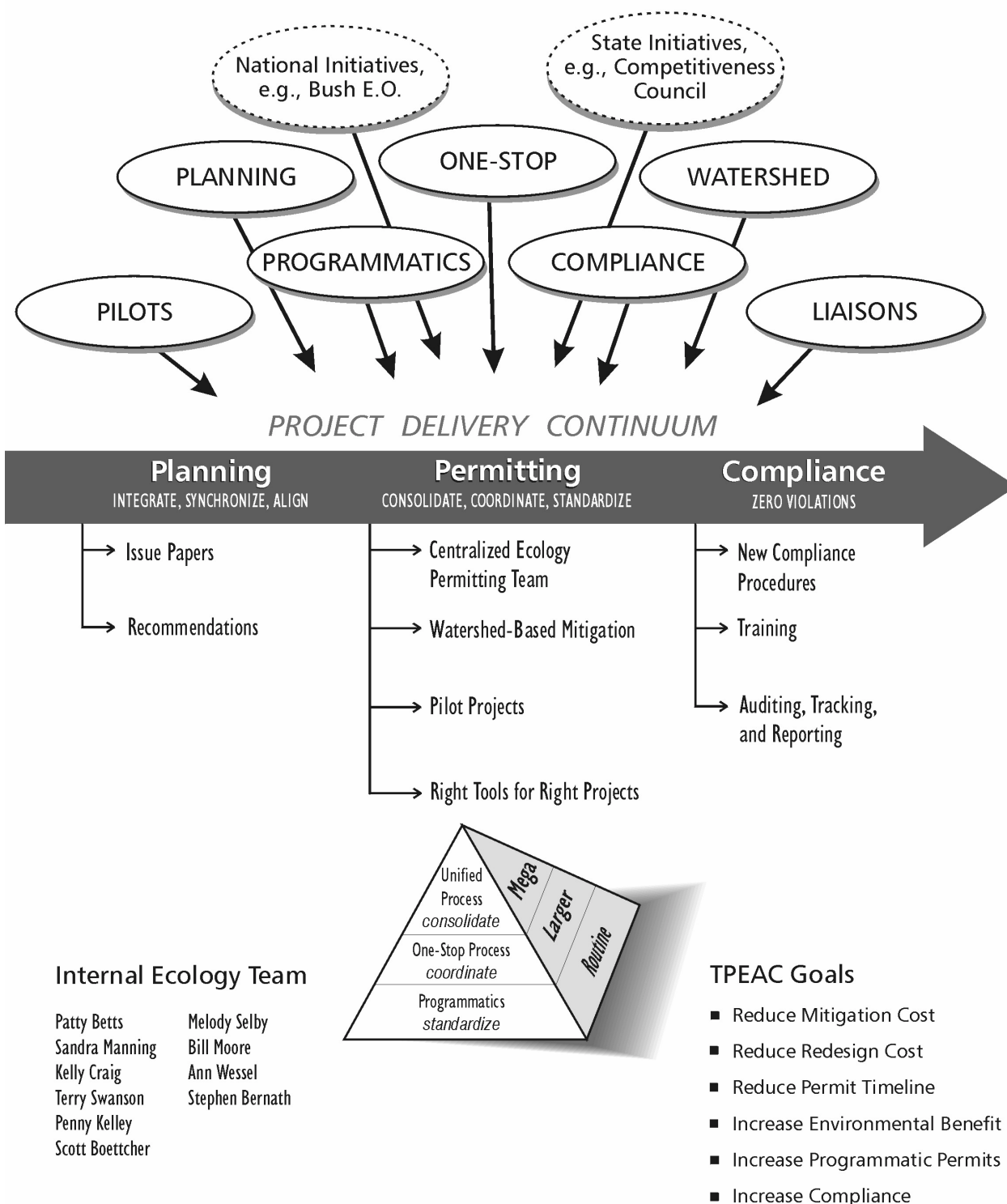
			98104		
	City of Elma	Chris Brown	202 West Main St. PO Box E Elma, WA 98541	360/482-4482	360/482-4960
Irrigation District	Sunnyside Valley	Jim Trull	PO Box 239 Sunnyside, WA 98944	509/837-6980	509/837-2088
Grower		Alex McGregor alternate Heather Hanson	McGregor Company PO Box 740 Colfax, WA 99111-0740	509/397-5355	509/397-2524
Food Processors	NW Food Processor Association	Craig Smith	PO Box 3937 Salem, Oregon 97302-0937	503/371-3123	503/391-7292
Ports	Port of Kennewick	John Givens	101 Clover Island Dr. Kennewick, WA 99336	509/586-1100	509/582-7678
Economic Development	New Vision-Yakima County Development Association	Dave McFadden	PO Box 1387 Yakima, WA 98907	509/575-1140	509/575-1508
Resource Industry	TeckCominco	Dave Godlewski	15918 E. Euclid Ave, Spokane, WA 99216-1815	509/892-2584	509/892-2591
Tribes	Northwest Indian Fisheries Commission	Bob Whitener	6730 Martin Way E. Olympia, WA 98512	360/438-1180	360/753-8659
League of Women Voters		Lucy Steers	2817 Cascadia Avenue So. Seattle, WA 98144	206/725-8691	206/723 - 6903
Labor	WA State Building Trades Council	Mitch Seaman	215 Turner Street NE Olympia, WA 98506	360/357-6778	360/357-6783

Revised 6/19/02

Appendix N

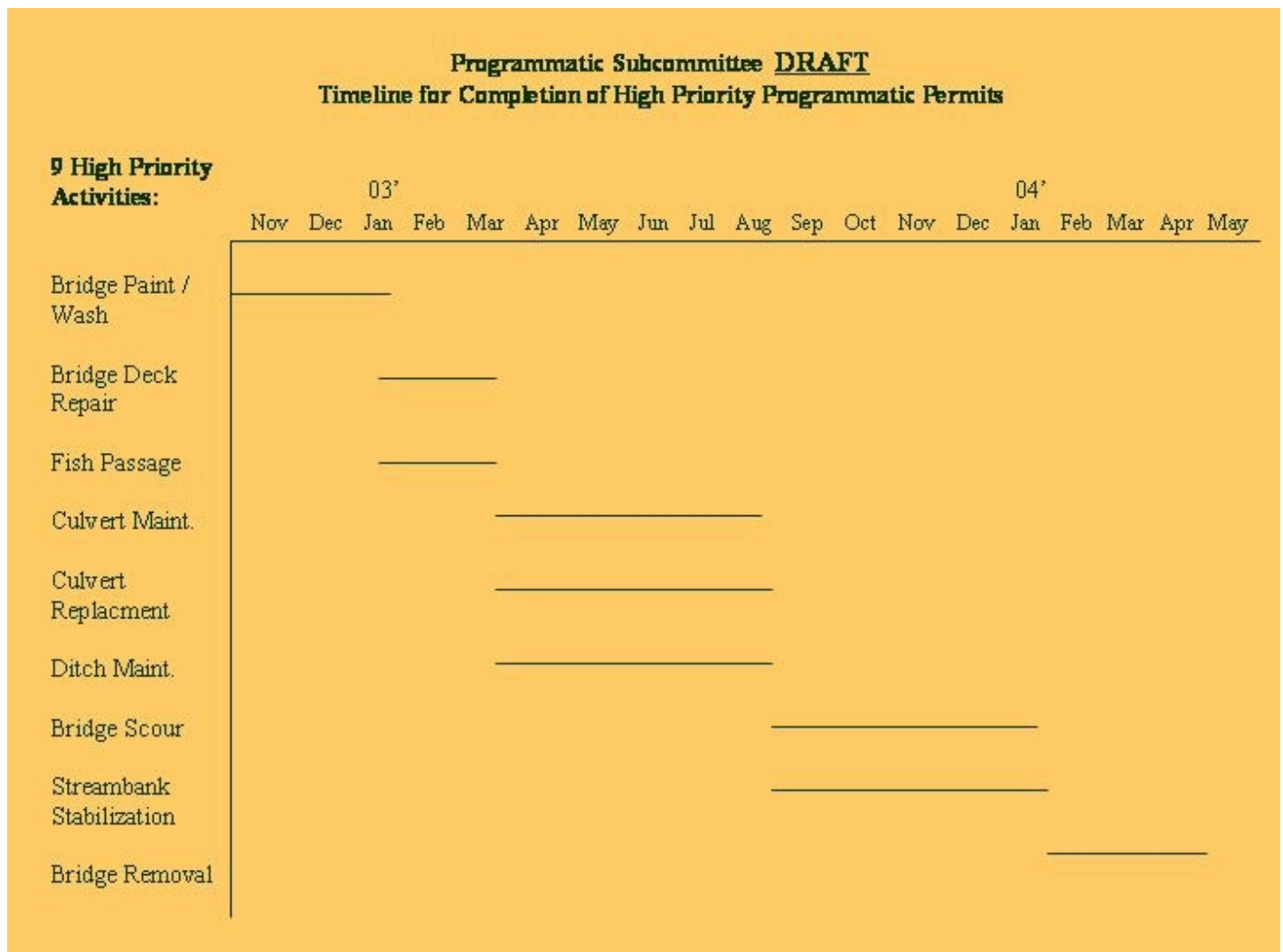
Transportation Streamlining Initiative

Transportation Permit Streamlining



Appendix O

Programmatic Implementation Group Work Plan/Schedule



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